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# Executive Board of the United Nations Children's Fund

## Report on the first, second and annual sessions of 2006

**Economic and Social Council**
**Official Records, 2006**
**Supplement No. 14**

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## Report on the first, second and annual sessions of 2006

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*Note*

Symbols of United Nations documents are composed of capital letters combined with figures.

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# Part one
# First regular session of 2006

**Held at United Nations headquarters from 16-20 and 23 January 2006**

# I. Organization of the session

## A. Election of officers

1. The Executive Board elected as President H.E. Mr. Andrei Dapkiunas (Belarus) and as Vice-Presidents H.E. Mr. Roble Olhaye (Djibouti), H.E. Mr. Iftekhar Ahmed Chowdhury (Bangladesh), H.E. Mr. Ernesto Aranibar Quiroga (Bolivia)* and Mr. Dirk-Jan Nieuwenhuis (Netherlands).

## B. Opening statements

2. The President said that December 2006 would mark the sixtieth anniversary of UNICEF, although this "sixty-year old guardian of the world's children [showed] no sign of indecision, tiredness or frailty". The deletion of the word "emergency" from the Fund's original name did not affect its ability to respond forcefully to the hardships and suffering of children caused by natural or man-made calamities, or the "social and economic order of things in our world". He hoped to work with the Board to further refine its good traditions and best practices.

3. The Executive Director said that as it entered its sixtieth anniversary year, UNICEF looked back to a long record of successes for the world's children, but also must continue to make bold changes to meet its current needs and new realities. She reviewed some of her major activities since the Board's last meeting, including the "Countdown to 2015" conference, in London, which had taken stock of child survival in the two years since the *Lancet*'s series on that subject.

4. The message in London was that progress towards increasing child survival around the world had been unacceptable. She had challenged the participants to focus on three broad areas to accelerate progress: integration of service delivery; scaling up of proven successes such as the Accelerated Child Survival and Development programme in West Africa; and renewed commitment to partnerships. But above all, there must be a focus on measurable results. The Millennium Declaration and Development Goals provided a roadmap for achieving meaningful results for children over the next 10 years.

5. The outgoing President, H.E. Mr. Mehdi Danesh-Yazdi (Islamic Republic of Iran), said that the Executive Board had made good progress on many fronts in 2005, especially the adoption of the medium-term strategic plan (MTSP) for 2006-2009. The Board's attention must now turn to the successful implementation and monitoring of the plan on the ground. The work of the Board and UNICEF must continue to be inspired and improved by the global commitment to meeting the Millennium Development Goals.

* Mr. Aranibar Quiroga resigned on 31 January 2006 and was replaced by H.E. Mr. Javier Loayza Barea (Bolivia).

### C. Adoption of the agenda

6. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/20061) for the session.

7. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 39 observer delegations, Palestine, 3 United Nations bodies, 4 intergovernmental organizations, the Standing Group of National Committees for UNICEF and one other entity.

## II. Deliberations of the Executive Board

### A. Annual report of the Executive Director to the Economic and Social Council

8. The Director of United Nations Affairs and External Relations introduced the annual report to the Economic and Social Council (E/ICEF/2006/3). The Executive Director said that she was personally committed to the goals highlighted in the report and, for example, had encouraged qualified UNICEF staff to take the resident coordinator assessment course and had proposed the creation of a senior-level adviser on United Nations reform within her own office. UNICEF was working with the United Nations Secretariat on reform issues, and in areas where the Secretariat had already acted, such as financial disclosure and protection of whistle-blowers, UNICEF was working to ensure that its procedures were consistent with those of the United Nations. As stated in the report, the work of UNICEF in the coming year demanded a willingness to question previously held assumptions, all with the goal of producing quantifiable results in the best interests of children.

9. In addition, the Board also had before it an information note on activities of the Joint Inspection Unit (JIU) of relevance to UNICEF (E/ICEF/2006/4). During the reporting period, September 2004 through September 2005, there were five such reports, which were available on the JIU website.

10. Overall, delegations found the report to be clear, comprehensive and concise. Some stated that the report could benefit from a stronger analytical focus with information on challenges encountered, and that future reports should be more strategic in their focus. Delegations asked for more detailed information on results, and the contribution that those results made for children. It was said that more information on the human rights-based approach, including on relevant training, would be useful in future reports. Speakers also stressed the importance of capacity-building in achieving results for and empowerment of children.

11. Responding to concerns over the low number of UNICEF staff serving as resident coordinators, the Director reiterated that the Executive Director has made this a priority for the organization through both personal appeals and in communications to the field. Acknowledging the benefits of experience gained in serving as a resident coordinator, the Director stated that all candidates must complete the competency assessment, which was costly. A total of 11 UNICEF staff had served as resident coordinators and today, six staff were serving as resident coordinators, two as

Deputy Special Representatives of the Secretary-General and an additional two had been recommended by the Administrator of the United Nations Development Programme (UNDP) for resident coordinator posts.

12. Several delegations focused on gender aspects of UNICEF work. One found that gender equality was important not only as a goal in itself but a prerequisite for reaching the Millennium Development Goals, and therefore it was important not only to integrate gender concerns into programming, but to report on results in this area. Responding to questions concerning the timeframe for the gender evaluation, the secretariat explained that the terms of reference were being developed, and a Steering Committee, chaired by Rima Salah, Deputy Executive Director, had been established. The process would start with an internal review in fall 2006, with the independent evaluation completed by summer 2007. The report would then be presented to the Executive Board.

13. Two delegations said that there had been great progress in United Nations reform and it was now important for UNICEF to increase its engagement in the poverty reduction strategy process. An even greater commitment to a unified system was important, and the secretariat was asked about key result areas to this end, with a timeline.

14. Members of the Latin American and Caribbean Group of States asked that greater efforts be undertaken to focus on gang-related activities and requested that there be joint action among the United Nations agencies on this growing phenomenon. Although the region had made significant progress, it was not a homogeneous "middle class" region; while some countries had made progress in terms of social indicators, in others, poverty had not declined, resulting in increased inequities.

15. The African Group of States emphasized the issue of capacity-building, especially the building of institutions. All of the support would take place in the context of the Millennium Development Goals and some specific concerns meriting UNICEF support included demobilization of child soldiers, HIV/AIDS and education, particularly for gender parity in rural areas.

16. A number of delegations commended the work being done on female genital mutilation/cutting (FGM/C) and child marriage, and asked how the non-coercive approach being adopted differed from previous approaches. Explaining the good progress made on FGM/C, the secretariat said the progress could be attributed to the fact that the Innocenti Research Centre had developed a strong partnership with Islamic scholars.

17. A number of delegates commended UNICEF for its increased collaboration with United Nations agency partners, including the United Nations Development Fund for Women. Delegations also expressed satisfaction with recent partnership initiatives, including the United Nations Girls' Education Initiative (UNGEI), the Partnership for Maternal, Newborn and Child Health, and the *Unite for Children, Unite Against AIDS* campaign.

18. Responding to queries about the decision on a second joint country office, the secretariat stated that in principle there should be two or three additional offices. The United Nations Development Group (UNDG) was in the process of identifying new countries.

19. Other comments concerned the proposed United Nations reform unit, in the Office of the Executive Director, which would address both broader reform and organizational challenges in examining challenges facing the organization, inside and outside; follow-up to the General Assembly Special Session on Children; and the usefulness of the orientation session for Board members organized by the secretariat.

20. The Executive Director said in closing that the focus of UNICEF was on results for children, and the Fund would continue its commitment to child protection, including trafficking, FGM/C and child marriage.

21. The Executive Board took note of both reports. The President stated that a summary of the comments made during the discussion would be submitted to the Economic and Social Council for consideration at its 2006 substantive session, together with the report to the Council itself.

## B. Approval of revised country programme documents

22. The President stated that in accordance with decision 2002/4, the Board had commented on the draft country programme documents (CPDs) and approved the aggregate indicative budgets for 27 country programmes at the annual and second regular sessions of 2005. The draft CPDs were then revised, taking into account, as appropriate, comments made by delegations during that session, and a summary results matrix was added. The revised CPDs were posted on the UNICEF website by 1 November 2005. Decision 2002/4 also stated that the revised CPDs were to be approved by the Executive Board at the current session on a no-objection basis, unless five members informed the secretariat in writing, by 12 December 2005, of their wish to bring any country programme before the Board. He had been informed by the secretariat that no such comments were received.

23. Therefore, the country programme documents were approved for the Islamic Republic of Afghanistan, Albania, Bangladesh, Belarus, Bulgaria, Burkina Faso, Cambodia, Cape Verde, Chad, China, Democratic Republic of the Congo, Georgia, Ghana, Guyana, Indonesia, Liberia, Myanmar, Namibia, Peru, Swaziland, Timor-Leste, Turkey, Uganda, Ukraine, Viet Nam, Russian Federation and Palestinian children and women in Jordan, Lebanon, the Occupied Palestinian Territory and Syrian Arab Republic.

24. The delegations of Belarus, China, Russian Federation and Viet Nam expressed their appreciation for the cooperation with UNICEF and the fact that the CPDs were in line with national priorities and goals. The delegation of Viet Nam welcomed the introduction of the Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF) as part of the overall simplification and harmonization efforts of United Nations reform, saying that these efforts had produced tangible results.

25. Another delegation said that by approving the common country programme document for Cape Verde, the Executive Board would be acting only on those elements of the document relating to UNICEF. His delegation would provide more detailed comments on the overall planning framework for common country programmes at the session on simplification and harmonization of the joint

meeting of the Executive Boards of UNDP/United Nations Population Fund (UNFPA), UNICEF and World Food Programme (WFP).

## C. Biennial support budget for 2006-2007

26. The Executive Board had before it the proposed biennial support budget for 2006-2007 (E/ICEF/2006/AB/L.1 and Corr.1) and the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2006/AB/L.3 and Corr.1). The budget was introduced by the Deputy Executive Director, Mr. Toshiyuki Niwa, and the Comptroller.

27. Overall, delegations commended the secretariat for the improvements on the presentation of the budget document and for the informal pre-session briefings on the budget. Several delegations welcomed the progress made on results-based management and budgeting, as well as on the ongoing work with funds and programmes on harmonization. The proposals to establish a separation fund and to segregate the centrally-shared security costs into a separate appropriation line were supported, although some delegations continued to express concern that global security costs were not borne under the regular resources of the United Nations.

28. The Deputy Executive Director informed the Board about the work being carried out with respect to United Nations reform, including joint programming, joint offices and common services. The unit on United Nations reform proposed in the budget would be responsible for coordinating the reform process and all related activities within UNICEF carried out by various divisions and offices. A strategy document on the UNICEF position on United Nations reform that had been drafted for internal review and communication could be shared with interested delegations once finalized.

29. Concerning global security costs, he said that UNICEF shared the views expressed by delegations with regard to funding from United Nations regular budget. This view had been communicated by the former Executive Director to the Fifth Committee of the General Assembly in 2004 on behalf of all the funds and programmes. However, UNICEF was obliged by General Assembly resolution 59/276 of 23 December 2004 to include provision for United Nations-mandated security costs in its support budget. With regard to cost recovery, the United Nations agencies had harmonized their principles and terminology but there was no agreement on a single rate due to differences in the cost structure and operational approach of each agency. The Executive Director had indicated in her opening statement that UNICEF needed to expand the opportunities to maximize partnerships to achieve results for children while ensuring that its costs were recovered, and in this context, the report on the cost recovery policy would be presented to the Board at the annual session in June.

30. To questions about headquarters posts and the "post pyramid", the Comptroller said that the total number of posts had grown by 2.9 per cent compared to the growth in total resources of 30 per cent between the 2004-2005 and 2006-2007 bienniums. Recruitment for each new post would follow the standard review process in accordance with United Nations staff rules and regulations. The proposed 39 new posts at headquarters would strengthen core capacities to support achievement of the Millennium Development Goals and the focus areas of the MTSP; United Nations reform;

humanitarian response; human resources; stress counseling; HIV/AIDS in the workplace; and conversion of consultancies and temporary assistance in the Information Technology Division to support investment projects approved in the previous biennium. On the increase in posts at the P-5 level and possible imbalance in the staffing structure, he said that UNICEF was maintaining the pyramid of post structure and average grade level at 4.2 while following the professional classification standards of the International Civil Service Commission that were applicable to all United Nations organizations.

31. The Comptroller said that the additional post for a stress counsellor was consistent with other large organizations such as the United Nations Secretariat, the Office of the United Nations High Commissioner for Refugees (UNHCR), UNDP and the World Bank. The stress counsellors also provided support to other agencies in-country and during field visits for mutual benefit.

32. On the management of a large number of retirements, he said that UNICEF was addressing the issue through succession planning, facilitating inter-agency mobility, encouraging junior professional officers and increasing mid-career recruitments.

33. The request for an interim allocation for January 2008 was intended to avoid having to put the item in the Board's agenda for September 2007, he said. If the timings of the programme review changed, it was possible that the support budget could be submitted to the September Board session. If that occurred, the one-month allocation would not be used.

34. A number of delegations asked about the linkage between the support budget and the strategic priorities and results of the MTSP. The Comptroller said that the linkage was ensured through the decentralized review of country programme management plans and office management plans, which had been institutionalized both at headquarters and in the field. The review process also ensured that personnel and support costs were fully justified based on programmatic needs, strategies and related interventions.

35. To questions about the budget categories of programme, programme support, and management and administration, the Comptroller explained that the categorization of costs based on an organizational-unit basis had been approved by the Executive Boards of UNICEF and UNDP/UNFPA following extensive discussions in 1996 and 1997 for practicality and simplifications as a result of cost/benefit considerations. To do otherwise would have required the design, implementation and administration of an individual staff time recording and reporting system, which was considered too expensive considering the intended purpose. The Board's decision on the cost categories was also one of the first concrete steps towards harmonization between the three agencies and had been a consistent model, which other organizations had begun to apply.

36. Within the programme category, which represented 65 per cent of the use of regular resources and 83 per cent of the total resources administered by UNICEF in 2006-2007, there were three components: supplies; cash assistance to Government; and technical expertise (in the form of staff and consultants). The shares between the three components were negotiated with national counterparts and planned in advance in country programme annual work plans. On the question asked by the Advisory

Committee on Administrative and Budgetary Questions concerning the inclusion of technical expertise, the view of UNICEF that this was an indispensable component of programmes was shared by other United Nations organizations.

37. The Comptroller said that regular resources were expected to continue to grow at 3 per cent per year over the next biennium, although the proportion of regular to total resources was expected to continue to decline as other resources saw continued growth. The allocation of regular resources to programme countries was based upon the formula approved by the Executive Board, and the way those resources was used was decided between the UNICEF country office and the Government.

38. See annex, decision 2006/2 for the text of the decision adopted by the Executive Board.

## D. Intercountry programmes

39. The proposal on intercountry programmes (E/ICEF/2006/P/L.1) was introduced by the Director, Programme Division.

40. Asked why the support budget was being discussed in the same context as the 'intercountry programmes', the Director explained that beginning in 1999, as a result of the harmonization of the budgets of UNICEF, UNDP and UNFPA, the budgets for programme development and advocacy were presented separately from the support budget. The term 'intercountry programmes' was adopted for all three agencies. In UNICEF, it denoted the other resources ceilings that allow it to accept other resources funding that did not fit more appropriately under any other Board-approved ceiling.

41. To a question about the amount of funding obtained within the intercountry programme ceiling of $302 million over the last biennium, the Director said that approximately $158 million had been received, which constituted less than 10 per cent of total receipts of regular (non-emergency) other resources, and which had been allocated to headquarters offices, regional offices and intercountry programmes (mostly country offices) in a ratio of 4:2:3, respectively.

42. The Executive Board approved the recommendation (see annex, decision 2006/1).

## E. Report on thematic funding in support of the medium-term strategic plan

43. The report (E/ICEF/2006/9) was presented by the Director of the Programme Funding Office, who provided background, financial trends to date and a briefing on how the thematic funding modality would be operationalized under the MTSP. A total of $774 million in thematic funding had been received as of 31 December 2005.

44. A number of delegations expressed strong support for the thematic funding modality as a way to achieve improved results, lower transaction costs and operate in a more strategic manner. However, a few speakers emphasized the need to ensure that thematic funding did not detract from regular resources. Several delegations expressed concern about the fact that the thematic area of young child survival and development, with its sizable financial share, was broken down into additional areas of

nutrition, water and environmental sanitation, immunization and malaria. The delegations suggested instead that the funding areas should correlate directly with the focus areas of the MTSP. The Executive Director subsequently confirmed that UNICEF would continue with the proposed five themes that corresponded exactly to the focus areas of the MTSP, plus humanitarian response. Any proposed change would be presented to the Executive Board.

## F. UNICEF health and nutrition strategy

45. The report on the proposed joint health and nutrition strategy (E/ICEF/2006/8) was introduced by the Director, Programme Division. He said that the proposed strategy defined the UNICEF contribution to national efforts to accelerate health and nutrition action to achieve the Millennium Development Goals by 2015 through evidence-based situation analysis for policy and action; the development of enabling institutional frameworks; and the large-scale acceleration of effective coverage of interventions supporting Goals 4 and 5.

46. Several delegations commended UNICEF for the extensive consultation process used in developing the strategy. Some said they would like to see the strategy framed more explicitly to support implementation of the MTSP. There were questions regarding how UNICEF would reconcile a 10-year strategy with new scientific developments and evidence. UNICEF was encouraged to develop processes whereby the strategy could be updated. Delegations stressed that they would like to see the strategy monitored in the framework of the MTSP results matrices.

47. Several delegations urged UNICEF to ensure country ownership, community empowerment and gender equality at all stages, from planning to implementation, monitoring and evaluation. UNICEF was encouraged to exploit synergies with other supporting strategies such as those for water, sanitation and hygiene, and education. It was expected that UNICEF would strengthen its capacities to ensure effective implementation.

48. Several delegations expressed concern that the strategy did not sufficiently address food security, family planning and reproductive health, particularly in adolescents, and the role of men. They would like to see those issues more explicitly addressed when the strategy is implemented.

49. Two delegations emphasized the importance of the role of parents and families in providing guidance and direction on sexual and reproductive matters, education and other critical aspects of children's lives. One delegation noted its understanding that nothing in the strategy constituted support, endorsement or promotion of abortion or the use of abortifacients.

50. UNICEF was encouraged to promote a strengthened role for national Governments and national health systems as necessary elements for sustainability of high-impact health and nutrition interventions. Speakers also encouraged UNICEF to strengthen its interaction between upstream, policy-level work and the level of field implementation, and to play a more proactive role in promoting strengthened engagements by partners and multisectoral involvement at country level.

51. The Assistant Director General of the World Health Organization (WHO) conveyed the strong support of WHO for the health and nutrition strategy, stressing that its principles, strategic direction and implementation approach were also reflected in the WHO strategic directions for child and adolescent health. The complementarity of the UNICEF joint strategy would further reinforce global efforts in health and nutrition in different areas in additional to technical work.

52. See annex, decision 2006/3 for the final decision adopted by the Executive Board.

## G. UNICEF humanitarian response to recent crises: oral report

53. In her introductory remarks, Deputy Executive Director Rima Salah said that the South Asian earthquake that struck Pakistan, India and the Islamic Republic of Afghanistan in 2005 had once again highlighted children's particular vulnerability.

54. The Director of the Office of Emergency Programmes emphasized the devastating toll of the South Asia earthquake, which had left at least 74,000 dead and millions homeless. Children were among the most affected, with 1.6 million to 2.2 million affected in Pakistan alone. The logistical challenge of responding to the massive destruction, where entire villages had been wiped out, was Herculean.

55. The response benefited from the strong leadership of national authorities and from the longstanding presence of UNICEF in the affected countries, which allowed the organization to mobilize staff, resources and supplies quickly and to call upon existing good partnerships with government and other agencies.

56. Among the achievements of the relief effort was the immunization of more than 1 million children against measles, and nearly 500,000 against polio. Nearly 90 per cent of planned water needs were met, and more than 9,600 latrines had been built. The most pressing need today was to protect the 1.6 million affected children from the winter cold and the attending threat of disease. With the support of National Committees for UNICEF, UNICEF was able to distribute 110,000 winter clothing kits and half a million blankets for children living above the snowline. He also outlined key results in India.

57. UNICEF was co-leading the technical cluster response in water and sanitation, protection, education and data communication, and was working jointly with WFP in the food and nutrition cluster. He noted that this was the first effort to implement the cluster approach agreed by the Inter-Agency Standing Committee (IASC). A number of lessons had been learned, which were described in the background document circulated to the Board.

58. Innovations contained within the cluster approach needed to improve actual delivery on the ground. Improved coordination would require flexibility at the field level, as well as dedicated resources for implementing agencies.

59. Virtually all delegations voiced questions and concerns about the cluster approach, and there was a clear call for UNICEF to provide regular updates on its implementation, as well as on recruitment and staffing and United Nations reform more generally. Several delegations said the cluster approach added value to humanitarian response. Other delegations requested more detailed analysis of the advantages and drawbacks.

60. Several delegations highlighted the challenge of coordinating a cluster response, particularly in situations where agencies mandated to take the lead in a cluster were not present on the ground. Delegations also inquired about potential consequences for UNICEF in cases where it did and did not lead. Speakers requested more information on cluster-lead work plans and emphasized the need to have linkages among the strategies in each of the UNICEF technical clusters.

61. Delegations also asked about any lessons learned from the cluster approach in the South Asia earthquake response (particularly in the areas of deployment of staff and of water and sanitation) and whether there would be a real-time evaluation of the UNICEF response. One speaker requested clarification on the UNICEF interpretation of "provider of last resort", and asked how UNICEF would address the issue of organizational capacity in light of this and other elements of the cluster approach. A few delegations underscored the importance of partnerships, and requested further information on the division of labour between UNICEF and other actors such as the International Committee of the Red Cross (ICRC).

62. The Director noted that important lessons had also emerged from other crises in 2005. He highlighted the extraordinary generosity of both private and public donors and thanked Member States for helping to ensure that overall income for emergencies increased in 2005, and not only for the tsunami response.

63. The Director said it was clear that substantially increased and rapid funding was needed for countries in transition, such as the Islamic Republic of Afghanistan, Liberia and Sudan. UNICEF had been involved in the post-crisis process in many countries and had worked closely with the UNDG on elements of a transition strategy. The organization would report in detail on this issue at the annual session.

64. UNICEF had improved its emergency surge capacity, thanks to support from the European Commission Humanitarian Office and other donors, and had improved internal systems for emergency placement.

65. Delegations thanked UNICEF for its strong emergency response in 2005. Those delegations whose countries had experienced disasters in 2005 were particularly appreciative of UNICEF assistance.

66. Several speakers highlighted the importance of national capacity in disaster prevention and response, with delegations from several disaster-prone nations requesting further capacity-building assistance.

67. Questions were also posed regarding funding, including how UNICEF would make use of the upgraded Central Emergency Response Fund (CERF), and where the organization was most likely to require emergency funding in 2006.

68. In his response, the Director acknowledged that UNICEF had been overstretched in 2005 due to the number and scale of emergencies worldwide and was working to expand its standby capacity. Predictions of the most urgent crises in 2006 would very likely include Sudan, the Democratic Republic of the Congo, the Horn of Africa, the Southern Africa triple threat, including drought and HIV/AIDS, malnutrition in the Sahel region, and Avian influenza. The situation in Côte d'Ivoire was also of serious concern.

69. Regarding funding, the Director emphasized that funds from the expanded CERF were not yet available. UNICEF had been the largest borrower from the CERF in terms of amount, but had an excellent record of paying back. UNICEF intended to use the grant facility under the CERF when it became available. However, additional funding was essential. Half of the UNICEF 2005 appeals were funded by less than 50 per cent. UNICEF had already borrowed money from the CERF in 2006 for Sudan, so the organization would certainly need support for that country.

70. UNICEF was well aware of the need to have linkages between technical strategies in the cluster approach, and the relevant clusters in UNICEF had shown strong commitment to the approach.

71. The cluster approach allowed the humanitarian community to be more strategic, and sectoral strategies were a tremendous 'plus'. The cluster approach also allowed mapping of areas not reached by any one actor, and therefore led to fewer gaps in services.

72. Regarding partnerships, the Director noted that protection, in particular, was a very large sector. UNICEF worked very closely with the ICRC, but there was no overall protection focal point in Pakistan.

73. The humanitarian community was learning by doing with the cluster approach, but the idea was not to change a system that already worked. In Uganda, for example, it was decided to go with a country-level assessment of 'who could do what'. The cluster approach did not aim to change coordination arrangements for their own sake but rather to improve performance.

74. Responding to questions about lessons learned, the Director said that the Office for the Coordination of Humanitarian Affairs was organizing a system-wide evaluation of the cluster approach, and that UNICEF would participate. As to work plans, the cluster approach should be written into emergency appeals.

75. Regarding national capacity, the South Asia earthquake and the Indian Ocean tsunami were examples that showed clearly the importance of national capacity in mitigating and responding to disasters. Countries' investments in preparedness had paid off.

76. One lesson learned in the area of water and sanitation was the importance of hygiene and behavioural change. All of these lessons, learned in the tsunami, were applied in the Pakistan emergency.

77. A real-time evaluation would be done for Pakistan but only after completion of the United Nations system-wide evaluation of the cluster approach and possibly on an inter-agency basis.

78. Regarding the UNICEF interpretation of 'provider of last resort', the Director said that this accountability would pose an enormous challenge for UNICEF and that the organization would need to increase its technical capacity, standby capacity and deployment systems in order to meet this challenge.

## H. UNICEF water, sanitation and hygiene (WASH) strategy

79. The Director, Programme Division, presented an overview of the proposed strategy for 2006-2015 (E/ICEF/2006/6 and Corr.1), emphasizing the critical importance of WASH for children. Inadequate and unsafe water, poor sanitation and unsafe hygiene practices were linked to numerous diseases killing children and hindering development. WASH was an important prerequisite for keeping children, especially girls, in school.

80. Since 1990, more than 1 billion people had gained access to improved drinking water and sanitation services; however, 2.6 billion people still did not have improved sanitation facilities, and 1.1 billion were using water from unsafe sources, a problem especially prevalent in sub-Saharan Africa, where coverage was low.

81. The strategy was widely endorsed by delegations. Several delegations from programme countries expressed their appreciation for UNICEF work in this area, stating that the WASH strategy was in line with their national strategies. Many speakers stressed that improvements in WASH affected development goals in many other critical areas, including health, nutrition, gender equity and education.

82. Delegations asked for clarification on a number of issues, including the managerial aspects of the strategy, particularly regarding its sustainability and participatory nature. Concern was raised about a reduced focus on the environment, with several delegations highlighting issues such as the importance of addressing ecological sanitation options and the depletion of aquifers and freshwater sources worldwide.

83. Three delegations emphasized the importance of involving national Governments in implementation and requested support for their own proactive efforts to address drought and natural disasters overall. Speakers also stressed the importance of decentralization and involving civil society to include the most vulnerable parts of the population in rural areas. A few delegations underlined the importance of monitoring water quality.

84. Most speakers voiced strong support of the human rights-based approach for the strategy and for reaching the Millennium Development Goals. One delegation raised a concern about this approach, citing a need for evidence of its efficiency and saying that it was preferable to discuss more practical steps, such as regulatory frameworks and viable financing mechanisms. A number of speakers inquired how UNICEF planned to meet the funding the target of $250 million by 2015 through efforts to mobilize other resources.

85. More information was requested on emergency coordination, the impact of conflict on existing programmes and partnerships, and UNICEF plans for the transition from short-term emergency assistance into long-term sustainable development programmes.

86. The Director, Programme Division, replied that information on partnerships would be included in future reports. Regarding emergencies, the two-year work plan of the IASC could be made available to delegations upon request. UNICEF would work with the World Bank and UNDP on a report on transition for the annual session. Planned increases in WASH expenditures would be funded from the thematic window as well as by other resources and support for emergency assistance efforts.

87. UNICEF had forged alliances with Governments and other partners, for example, the World Wildlife Fund, to link environmental issues to child health and sustainable development. Work continued with other United Nations agencies, and UNICEF was an active member of UN-Water. UNICEF also led worldwide monitoring of 14 of the 55 Millennium Development Goals, partly in cooperation with the WHO.

88. Several delegations focused on the new partnership being formed between UNICEF and the Water Supply and Sanitation Collaborative Council.

89. See annex, decision 2006/4 for the final decision adopted by the Executive Board.

## I. UNICEF education strategy: oral report

90. The Director, Programme Division said that the operational environment for education had become increasingly complex and challenging. Around 100 million children, mainly girls and in Sub-Saharan Africa and South Asia, were out of school and quality remained a general problem. Major threats were posed by poverty, drought, conflict, food insecurity, HIV/AIDS, disasters and political instability. At the same time, the evolving architecture for development support would have an impact on the role of UNICEF as a partner in education.

91. The strategy would emphasize national leadership and aligned/harmonized support; inclusive, efficient and sustainable education systems; safeguarding the vulnerable; and investing in acceleration approaches. Capacities in terms of staffing profiles and staff numbers across the organization would be reviewed and overhauled to strengthen the vital niche competencies and the comparative advantage of UNICEF in education. The strategy would also stress mutual accountability and management for results.

92. Based on experiences with UNGEI, the World Bank Fast Track Initiative and emergency situations, the UNICEF supporting strategies would lay out a typology for intensity of support that reflected the different requirements to meet the Millennium Development Goals. This would include: (a) countries where special effort was needed to increase the numbers of girls staying in school; (b) countries requiring a package for emergency response; and (c) countries appropriate for support to sectoral development and reform.

93. The strategy would be guided by the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women; build on good practices and advocate for scaling up; and use the intersectoral approach and the principle of reciprocity across sectors. Strategic tools and models would be used for efficient implementation, including mainstreaming proven models ("child-friendly" schools, custom packages, etc.) and advocating for partnerships around bold initiatives.

94. The strategy would support country leadership, strengthen local institutions and advocate for building efficient partnerships to serve national interests. It would be based on an extensive consultative process involving UNICEF staff; countries, regions and donor partners; other United Nations agencies and key partners; evaluation bodies and centres of excellence; and Executive Board members.

95. Delegations expressed their commitment to participating in the consultation process for elaborating the strategy. The strategy should be clearly linked to the MTSP and its targets and adequately reflect key international agreements and initiatives, including the Millennium Development Goals, the Convention on the Rights of the Child and the broader Education for All (EFA) agenda.

96. UNICEF was commended for its guiding principle of good partnership and its policy of rights-based programming, as well as the principle of country leadership. Delegates urged UNICEF to clarify its comparative advantages in education while clearly defining its role in relation to that of other key actors at international and national levels. In particular, several delegations stressed the importance of UNICEF strengthening its collaboration with other United Nations agencies working in education, and most specifically the United Nations Educational, Scientific and Cultural Organization (UNESCO), with its mandate in the EFA process, and the World Bank. UNICEF should maintain and increase its international advocacy role, while allowing partners such as the Forum for African Women Educationalists to assume this role at regional/national levels. UNICEF should also be explicit about how to work with civil society to achieve its goals.

97. Speakers expressed appreciation for the UNICEF role in UNGEI and requested its further clarification. Advocacy and exchange of knowledge in the context of UNGEI should be carried out in all UNICEF partner countries, not only in those with sector-wide processes. One delegation requested more emphasis on girls' education.

98. It was said that the strategy should reflect the new aid agenda and the move away from individual projects to a more strategic sectoral approach. It should focus on organization-specific,

results-based planning and reporting, specifying how this would be done, and elaborate on modalities for funding. It should indicate potential areas of conflict in programming.

99. Delegations supported the emphasis on improved quality in education, and requested further emphasis on education for disadvantaged groups, specifically girls and children from economically and socially deprived communities.

100. Education in emergencies was recognized by a number of delegations as an essential element. Such education should be seen as a protection mechanism for children and extend in the longer term to education for peace building. The Minimum Standards for Education in Emergencies, Chronic Crises and Early Reconstruction of the Inter-agency Network for Education in Emergencies should be reflected in the strategy. The UNICEF role in education in fragile States needed to be clearly defined, as did its work on social protective measures for children through education.

101. A delegation stressed the importance of considering the rights of the child up to the age of 18 years as well as technical and vocational education for adolescents.

102. Several delegations requested a timetable for the development of the strategy, with key milestones indicated.

103. The Director said the comments would guide the consultative process, due to begin as soon as possible, following presentation of the timeline to the Bureau.

## J. Private Sector Division work plan and proposed budget for 2006

104. The Director a.i. of the Private Sector Division (PSD) presented the report (E/ICEF/2006/AB/L.2). Two delegations commended PSD and the National Committees for UNICEF for the excellent results in 2005. While it was acknowledged that these results were strongly influenced by the tsunami emergency, as stated, satisfaction was expressed over the rising trend in gross proceeds from fund-raising as well as from sales of cards and products.

105. PSD was also commended for the inclusion of volume figures and income trends, which increased the transparency of the report. Comments were also made on the use of provisional sales and income figures, which seemed somewhat optimistic and often were lowered in the final reports.

106. The Director a.i. expressed appreciation for the favourable comments on the increased transparency of the reports. PSD was aware that the card business currently was stable and not growing strongly. However, the business still delivered $55 million-$60 million in regular resources for UNICEF programmes and had significant advocacy value, since 118 million cards reached consumers. Also, PSD had taken new initiatives, such as the partnership between the United States Fund for UNICEF and Hallmark, to widen distribution of UNICEF cards and would continue to look into potential partnerships.

107. With respect to investment funds, one delegation commented that the past strategy aimed to generate regular resources only, while the current one seemed also to include thematic fund-raising for other resources. The Director a.i. responded that investment funds were being used in thematic fund-raising and for field offices only in high-potential countries, and the amounts would eventually convert into regular resources contributions. Also, the investment in the HIV/AIDS campaign was expected to generate long-term income of $350 million.

108. Responding to questions on increases in costs for travel and consultants, the Director a.i. said that these costs are used exclusively to drive new revenue in high-potential markets such as China and India and were expected to pay off in the long term.

109. The Executive Board approved the budget and medium-term plan (see annex, decision 2006/5 for the decision).

## K. Pledging event

110. The Executive Director opened the seventh pledging event by stating that UNICEF greatly appreciated the confidence in the work of UNICEF shown by Governments, National Committees for UNICEF and the private sector, as seen in the unprecedented response to emergencies in 2005. To achieve the targets of the MTSP and the Millennium Development Goals, UNICEF required a strong and reliable core income base, for which regular resources were the most important source of income. While more Governments recognized the importance of core financing for UNICEF activities, regular resources had not achieved the level of growth achieved by non-core resources, with the result that in 2005, the proportion of regular resources to other resources was estimated to be 30 per cent to 70 per cent. Nevertheless, for the fourth consecutive year, UNICEF had achieved an increase in the level of regular resources from Governments, with the preliminary total reaching $460 million, an increase of $22 million over 2004.

111. Including the pledges received prior to the event, the secretariat received 42 pledges amounting to $257.5 million. This represented an increase of 0.7 per cent from last year's level of $255.7 million, pledged from 50 Governments, and corresponded to 55 per cent of the target set in the financial medium-term plan, which was $469 million. Despite the strengthening of the United States dollar against other major currencies, most major donor Governments had increased their contributions. In terms of percentages of increases, Croatia was the number one donor, increasing its pledge in local currency by 19 times compared with last year. New Zealand and the Russian Federation doubled their regular resources pledges compared with last year, from 2.2 million New Zealand dollars and $500,000, respectively. Australia increased its pledge by 2.5 million Australian dollars, Austria by 100,000 euros, Finland by 350,000 euros, France by 4.1 million euros, Luxembourg by 270,000 euros, Republic of Korea by $400,000 and Sweden by 40 million Swedish kroner.

112. Ten countries - Belgium, Denmark, Finland, Luxembourg, Netherlands, New Zealand, Norway, Sweden, Switzerland and Sri Lanka - indicated multi-year pledges. As in years past, several major donors were not in a position to pledge due to incompatibility in fiscal years.

## L. Other matters

### Presentation on Ending Child Hunger and Undernutrition Initiative

113. The Director, Programme Division, explained how this joint initiative, currently in the planning stage, was conceived with WFP to overcome the lack of progress on Millennium Development Goal 1, target 2, to halve between 1990 and 2015 the proportion of people who suffer from hunger. The global effort, to encompass a wide array of partnerships, would aim to address hunger as an urgent development priority, helping countries to identify, assess, analyse and implement programmes and policies to meet national and international goals regarding hunger and undernutrition. Links would also be made to progress on other Millennium Development Goals and focus areas of the MTSP. Provisional plans are under way to launch the initiative at the July 2006 meeting of the Group of Eight (G8) industrialized countries.

114. One delegation asked for a progress report to be given at the annual session and expressed satisfaction that a similar information-sharing was being envisaged for the WFP Executive Board. The numerous new initiatives of this type being introduced should not blur the framework of the MTSP or overburden the core work of the participating funds and programmes. A clear assessment was needed of the rationale of such initiatives and as well as the division of labour and accountabilities. Transfer costs needed to be placed into a rational framework. A second delegation noted that WFP had taken a decision on this initiative and asked that UNICEF keep the Board informed about the issue, adding it for consideration at the annual session.

### Presentation on the role of UNICEF in the response to a potential avian influenza epidemic

115. The Director of the Office of Emergency Programmes said that the world currently faced a disaster of uncertain proportions. In addition to becoming infected, people were already being affected by the loss of income from poultry-rearing and from the loss of an important source of nutrition for children. It also appeared that children were especially vulnerable to the disease: in Turkey, 90 per cent of the deaths were among children. In communications, it was critically important to distinguish between avian influenza and human influenza to maintain accurate tracking of the disease.

116. The role of UNICEF in responding to the threat encompassed several elements. First, UNICEF would work through the wider United Nations system, which had already begun to gear up for the response. UNICEF would rely on its comparative advantages in communication, vaccination and in assisting Governments at national, and especially subnational and community, levels.

117. The organization would concentrate its contribution in several areas, including partnership with Governments; communication for behavioural change and media relations; vaccine procurement and distribution, should this become necessary; and a strong presence at national and subnational levels.

118. Currently, emphasis was on the containment phase, halting the spread of avian flu among birds, and preventing its transmission to humans. The aim was to achieve four strategic results. The first was prevention. The communications component of prevention included communication for behavioural change to reduce the risk of exposure to avian flu; improving the reporting of sick birds; ensuring responsible reporting by the media; and emphasizing 'what one person can do' to respond to the threat. The health and nutrition component of prevention included assessing the impact of culling birds on the families of poultry farmers; vaccination if possible; and addressing surge capacity.

119. The second strategic result was preparedness to respond. This involved supporting national authorities in their own preparedness measures, the stockpiling of medical supplies as necessary, and the identification of possible needs in surge capacity. UNICEF had to develop appropriate preparedness plans at all levels and for all possible scenarios.

120. Third, UNICEF had to take measures to ensure the continuity of its programmes even in the event of a human pandemic. Accordingly, preparedness plans would need to consider potential travel restrictions, closed borders and staff working from remote locations as well as the identification of essential staff and programmes.

121. Finally, UNICEF had to ensure staff safety and security. This would be part of the United Nations-wide contingency plan and involve training at all levels.

122. UNICEF would operate on several guiding principles, similar to those used in any emergency. First, the organization would work in partnership with national and local governments, as well as with partners inside and outside the United Nations system. UNICEF would be results- and systems-oriented, and would apply a rights-based approach to ensure that even the most remote rural areas were reached with interventions.

123. The next steps would involve four key areas: communication for action; procurement services, vaccines and medical supplies; emergency preparedness; and decentralized training.

124. The representative of Turkey gave an update on the country's latest prevention and response measures and the estimated numbers of people affected, emphasizing the importance of capacity-building for affected countries.

**Presentation on the United Nations Study on Violence against Children: camel jockeys**

125. Deputy Executive Director Rima Salah gave a brief update on the United Nations Study on Violence against Children, sharing one concrete example from the field: work with the United Arab Emirates and other countries in protecting child camel jockeys. A short film was shown on the repatriation of some of these children to Pakistan.

126. The representative of Pakistan stressed that the issue was of major concern to his Government and that steps were being taken, in collaboration with UNICEF, to avoid similar incidents. Poverty was mentioned as the root cause. Another delegation said that violence prevention was a priority for

Central America and that, in particular, the plight of trafficked women and children, but also of migrants, needed special attention. Work at the regional and national level was needed to improve the situation. A third speaker expressed support for the study and asked about the timeline for publication of the report and the children's meeting.

127. The Deputy Executive Director thanked the Government of Pakistan for its collaboration. She said that UNICEF would also intensify its efforts to prevent trafficking in Central America. She also provided information on the publication of the study report, stressing the importance of follow-up activities after the finalization of the study.

### M Closing statements by the Executive Director and the President

128. The Executive Director reaffirmed the commitment of UNICEF to maintaining strong partnerships. She expressed her gratitude to the Board for its support for the policies and initiatives considered during the session and for the successful pledging event, which had brought in nearly $257 million for UNICEF from 42 countries, an increase of around $1 million over last year. In light of the discussions on thematic funding areas, she emphasized that these areas would continue to be the proposed five themes corresponding to the focus areas of the MTSP, plus humanitarian response. It was also announced that UNICEF would strengthen the office of the joint Ombudsman for UNDP, UNFPA and the United Nations Office for Project Services by supporting an additional senior staff member, in consultation with the Global Staff Association (GSA). In closing, she thanked the President, the delegates and all present for their hard work and commitment. A special nod of appreciation was given to the outgoing Regional Director for West and Central Africa, Gianni Murzi, for his 18 years of service to the organization and his leadership.

129. The President hailed the spirit of dialogue that characterized the session. This included decision-making, which benefited from an increased level of transparency and consultation over previous sessions. He also praised the "exceptionally high" coordination among the Bureau, Board and secretariat. A particular thanks went to the Representative of Switzerland, Mr. Francois Rohner, who was attending his last UNICEF Board session after many years of service at the United Nations.

## III. Joint meeting of the Executive Boards of UNICEF, UNDP/UNFPA and WFP

130. This chapter, originally submitted as an addendum to the report of the UNICEF Executive Board on its first regular session of 2006, is a summary of the discussions that took place during the joint meeting of the Executive Boards of UNICEF, UNDP/UNFPA and WFP, held on 20 and 23 January 2006. The text was prepared by the secretariats of the funds and programmes and approved by the Presidents of the three Executive Boards.

### A. Capacity-building and capacity development

131. The UNICEF Executive Director introduced the item and background paper. She emphasized the need to integrate capacity-strengthening objectives in national development strategies towards achievement of the Millennium Development Goals. The background paper drew on ongoing work of

the UNDG Executive Committee and preliminary outputs of the UNDG working group on capacity development. The paper provided examples of common initiatives by United Nations agencies and ideas on how they could respond better to national needs.

132. The Deputy Permanent Secretary, Public Service Management, of the Office of the President of the United Republic of Tanzania spoke of his country's experience and the considerable support of the United Nations system. Potential areas for further support included the national development strategy and policy advice on cross-sectoral issues. Challenges for the United Nations centred on balancing collaborative and joint programming, maximizing prospects for participation of various offices and addressing bureaucratic operating modalities.

133. The UNICEF Representative in the United Republic of Tanzania spoke on behalf of the United Nations country team (UNCT). Discussing the United Nations role, he said that the establishment of the Tanzania Socio-Economic Database, based on *DevInfo*, and its development into an Internet-based tool for democratizing data was a concrete example of support that helped not only to monitor poverty but also to develop poverty reduction plans. The United Nations system needed to "staff up" to provide world-class capacity-development expertise; streamline its procedures; strengthen its policies, tools and procedures for participation in sectoral programmes; and optimize its role regarding general budget support.

134. Delegations emphasized the critical role of the United Nations in capacity development. A holistic approach to capacity development should include attention to higher education, wage policy and other incentives, and reversing the brain drain, with the United Nations playing a strategic role. The background paper should be revised for the annual session of the Economic and Social Council to show the progress made by the United Nations; indicate the common tools and staff profiles for support to capacity development; and provide a clear plan of action, with benchmarks.

135. Speakers asked how capacity development would be integrated into programming and called for closer collaboration with the Development Assistance Committee of the Organisation for Economic Co-operation and Development and the World Bank. Information was requested in several areas: challenges, such as adapting to the changing environment; lessons learned; unified support by United Nations agencies on the ground, moving from project to sectoral and other harmonized approaches; how the United Nations would be at the centre of capacity development reform; and how it would promote South-South cooperation.

136. Several delegates requested a more strategic report that covered achievements and constraints, gender issues and a greater analysis of underlying challenges and practical measures. There should be more focus on results, especially regarding the Millennium Development Goals; institutional capacity development, which the United Nations was best suited to address; lessons learned; capacity development in fragile States; and improved performance and results, especially regarding support for reform of public procurement and financial systems.

## B. Transition from relief to development, focusing on natural disasters

137. The President of the WFP Executive Board, stressing the importance of national leadership in the transition agenda, welcomed the participation of the Representative of the Government of Pakistan, Mr. Khalid Saeed, and the Representative of the UNCT in Pakistan at the Joint Meeting.

138. Mr. Saeed discussed the necessity of a coherent governmental role in coordination for both the relief and recovery stages of response. He urged that in responding to natural disasters particular attention be paid to vulnerable people who are often the worst affected. He also suggested that insufficient preparedness for natural disasters was a major stumbling block to ensuring the quickest possible transition from relief to development.

139. The WFP Senior Deputy Executive Director welcomed the fact that it is now well-established that "transition" follows both conflicts and natural disasters. Accordingly, UNDG agencies – through UNDG/Executive Committee on Humanitarian Affairs (ECHA) Working Group and the IASC clusters in particular – were building tools and capacity to help UNCTs.

140. The Representative of the UNCT in Pakistan described the newly-established IASC cluster system and its successes in the Pakistan earthquake response. A country-based Early Recovery Cluster convened in Pakistan and produced a Framework to make transition a conscious part of the UNCT emergency response. One of the important contributions of the cluster was to support spontaneous recovery efforts from the early days of the emergency response. The Representative stressed that IASC clusters should serve as collective decision-making bodies rather than meetings that push parochial interests. Important lessons included the need for Government leadership and coordination, the success in linking emergency response to longer-term transition and development strategies, and the need to ensure that surge capacity is sustained beyond the immediate relief phase and extended for the early recovery and transition period as well.

141. Questions and discussion with delegations revolved around several key issues:

(a) *Protection*. Delegations welcomed the protection dimensions after natural disasters in the background paper and encouraged more explicit attention to vulnerable groups, the social impact of natural disasters, the gender-related effects of disasters, reproductive health, children and orphans;

(b) *Post-disaster needs assessment framework*. The UNDG/ECHA Working Group was encouraged to continue working towards a comprehensive framework that is complementary to the IASC cluster exercise and that addresses gaps such as property and land rights, protection, and gender;

(c) *Lessons learned*. Delegations encouraged the UNDG to capture lessons learned in transition responses, perhaps through the upcoming real-time evaluation, to ensure they inform future guidance;

(d) *Inclusiveness*. The UNDG was urged to continue making efforts to ensure that non-governmental organizations, the World Bank and other international financial institutions are brought fully into common, nationally led transition responses;

(e) *National leadership*. Delegations encouraged national leadership, recognizing the daunting capacity-building implications for this in the poorest countries facing transition challenges;

(f) *Effective coordination and funding*. Delegations recognized the need to provide systematic coordination support to Resident Coordinators from the onset of a natural disaster so they can coordinate effectively early recovery activities and United Nations system interventions.

## C. HIV/AIDS: Follow-up to the recommendations of the Global Task Team

142. The item was chaired and introduced by the President, UNDP/UNFPA Executive Board. The UNDP Administrator spoke on behalf of UNDP, UNFPA, UNICEF and WFP, providing updates on follow-up to the Global Task Team process and emphasizing links with United Nations reform efforts. Country-level experiences were presented by Mr. Malick Sene, Executive Secretary, National Council on the Fight Against AIDS, Mali, and Mr. Harold Robinson, UNFPA Representative and Chair, United Nations theme group on HIV/AIDS, Jamaica. Mr. Michel Sidibe, Director of Country and Regional Support, Joint United Nations Programme on HIV/AIDS (UNAIDS), provided an assessment of progress and challenges in implementing the recommendations.

143. The panellists highlighted progress in several areas, including the division of labour among UNAIDS cosponsors; establishment of joint United Nations teams on AIDS at country level; the Global Joint Problem-Solving and Implementation Support Team; and mainstreaming HIV/AIDS into poverty reduction strategy papers (PRSPs). Updates were also provided on efforts to domesticate the Global Task Team recommendations in several countries, and panellists noted that the recommendations are helping to reinforce the "three ones" principles for coordination of national responses and to contribute to United Nations reform efforts. However, to ensure effective support to national responses, management arrangements, planning, reporting and accountability must be streamlined at all levels to avoid coordination bottlenecks and complex support structures. From a programme country perspective, in addition to good management at the country level, a more effective response requires strengthening of national capacity, pragmatic actions and confidence in partners.

144. Delegations welcomed the presentations and the spirit of cooperation and collaboration among the four agencies. They expressed support for the Global Task Team process and commended the progress made in advancing implementation of the recommendations. Delegations applauded the establishment of the UNAIDS division of labour, and acknowledged the importance of the lead roles of UNDP, UNFPA, UNICEF and WFP. It was noted that further discussions were required at country level to ensure that the lead agency role takes into account cosponsor experience and capacity to deliver. The four agencies were urged to continue to strengthen mainstreaming of HIV/AIDS within the work of their organizations.

145. Delegations welcomed the establishment of joint United Nations teams on AIDS and stated that these should help to improve coherence and coordination of the response at country level as well as accountability of individual agencies. The UNAIDS secretariat and UNDG were encouraged to guide the process at country level. Delegations also emphasized that simplification of processes and procedures must remain a priority and cautioned against expansion of coordination mechanisms. In underscoring that HIV/AIDS remains a critical emergency and development challenge, delegations recognized that national leadership and ownership are vital to implementing effective responses. The need to ensure availability of resources to support country and regional efforts was highlighted, in addition to human resource capacity challenges, and issues of vulnerability, human rights and gender.

146. Delegations emphasized that commitment and accountability for advancing the Global Task Team recommendations must come from all stakeholders, including national governments, donors and the United Nations system. They underscored that successful implementation depends on the full partnership of all key actors to ensure alignment, simplification and harmonization for effective action and results at country level.

## D. Simplification and harmonization, with a special focus on the programming process

147. The President, UNDP/UNFPA Executive Board, chaired the session and introduced the item. The Executive Director, UNFPA, made a presentation on behalf of UNDP, UNFPA, UNICEF and WFP. Her Excellency Mrs. Maria de Fatima Lima da Veiga, Permanent Representative of Cape Verde; and the United Nations Resident Coordinator and Representative of the United Nations funds and programmes, Cape Verde, also made presentations.

148. The UNFPA Executive Director highlighted the proposals from the UNDG Executive Committee on enhancing the alignment of the United Nations system's analytical work with national processes; reducing the burden of the programme preparation process; and increasing national ownership. The ideas would be further discussed with Member States and national partners in preparing a jointly elaborated paper for the Boards in June.

149. Concerning the common country programme (CCP) process in Cape Verde, the Permanent Representative noted that the experience of the Government had been very positive and had largely met its needs in ensuring that the United Nations programme responded to national priorities, including the Millennium Development Goals. The programme had allowed alignment with the National Strategy for Growth and Poverty Reduction and had contributed to improved coordination and management of the programming process.

150. The United Nations Representative for Cape Verde underscored the positive experience from the UNCT perspective, both in terms of adhering to the principles for simplification and responding to the Government's needs. She noted the importance of regional and headquarters support and guidance in new approaches and delineated lessons that could be utilized elsewhere.

151. Delegations appreciated the presentations and broadly welcomed the ideas contained in the background document with regard to the programme preparation and approval process. They

commended the funds and programmes for taking forward the Paris aid effectiveness agenda and implementing the Triennial Comprehensive Policy Review resolution. They were pleased to learn about the CCP process and joint office model in Cape Verde.

152. Delegations underscored the critical importance of national leadership, ownership and capacity. They emphasized the need to ensure the effective involvement of specialized agencies and for agency mandates to remain responsive to national priorities/needs. Transparency and accountability for results and resources should be ensured in any new processes; transaction costs reduced; and efficiency and effectiveness increased. Delegations envisaged the need to enhance the capacity and role of the Resident Coordinator and UNCTs, including to enable effective evaluation.

153. Delegations noted that the programming process proposals had implications for the governance mechanisms and working methods of the Executive Boards. While most delegations positively viewed shortening the time frame for approval, more discussion was needed on the nature of new Board procedures.

154. Regarding the Cape Verde experience, delegations asked how non-resident and specialized agencies would be involved. Inquiring about the unified budget, they urged further harmonizing of budgetary matters, while maintaining clear accountability. It was noted that existing procedures for overall programme funds remained in place and UNDG would continue monitoring programme impact in Cape Verde. UNDG was also reviewing how to move forward on other joint offices.

# Part two
# 2006 annual session

**Held at United Nations Headquarters from 5-9 June 2006**

# I. Organization of the session

## A. Opening of the session

155. The President said that recently, UNICEF had engaged in important joint initiatives, both in the field and at headquarters, not least because of the personal commitment of the Executive Director. These partnerships helped to forge and temper the unique identity of UNICEF, and to enhance greater coherence of the activities of the United Nations system. At a time of the "system-wide search for magic answers on how to improve operational activities for development … we may well help the Fund's work for the world's children by rightfully and forcefully asserting the value of the unique strengths of UNICEF", he said. In its deliberations, the Board could highlight those strengths and make a convincing case for the continued existence of UNICEF as a distinct entity. Without pre-judging the outcome of the Board's deliberations, he believed that the Board could make a meaningful contribution to the work of UNICEF if it arrived at effective solutions promptly and in the traditional spirit of UNICEF camaraderie.

156. The Executive Director began with a tribute to Dr. Lee Jong-Wook, Director-General of WHO, who had died suddenly the previous week. He was "a true champion for children's health….[and] the children of the world were better for his time on earth", she said.

157. In her recent travels, she had seen firsthand the devastating effects of violence against children. In countries where violence was used as a weapon of war, gross violations of children's rights had flourished. These violations also affected the work of UNICEF in a wide array of areas, such as child survival, HIV/AIDS, nutrition and education, and also affected the organization's ability to deliver humanitarian relief. This work must remain central to the mission of UNICEF, and more must be done to position UNICEF to be able to prepare and respond effectively to emergencies. Despite the enormous needs, many emergency appeals remained underfunded. The UNICEF Emergency Programme Fund (EPF) had proven to be the most reliable means of mobilizing resources quickly, but was critically overstretched. The secretariat wanted to begin a discussion with the Board on measures to improve the UNICEF emergency response capacity.

158. During the first year of her tenure as Executive Director, she said she had worked to support a culture of continuous improvement at UNICEF. The organization needed to integrate programmes and functions wherever practical, to maximize results and avoid duplication. It must be able to provide bold leadership, work productively and effectively in partnerships and consistently enhance business practices and be willing to challenge to conventional wisdom. The organizational review processes that were underway offered an excellent opportunity to do so.

## B. Adoption of the agenda

159. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2006/10) for the session.

160. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 44 observer delegations, Palestine, 4 United Nations bodies, 1 intergovernmental organization, 2 specialized agencies, the Standing Group of National Committees for UNICEF, 4 non-governmental organizations (NGOs) and one other entity.

## II. Deliberations of the Executive Board

### A. Annual report of the Executive Director: progress and achievements against the medium-term strategic plan (2002-2005)

161. The Executive Director made some preliminary remarks about the report (E/ICEF/2006/11), followed by an introduction by Mr. Kul Gautam, the Deputy Executive Director.

162. Delegations welcomed the report's analytical and comprehensive nature and especially the link with the Millennium Development Goals. Several delegations said they are happy with the active participation of UNICEF in United Nations reform and that given the organization's decentralized structure and capacity to work at country level, the reforms and harmonization should not diminish its identity or comparative advantage to advocate and work for children.

163. Speakers expressed satisfaction with the reporting of results in each priority area and the emphasis on indicators and performance monitoring. However, some said that more work was needed on use of data and *DevInfo* at country level. Others remarked that while the reporting on results was satisfactory, there were no suggestions on the best way forward for the future.

164. Several delegations noted with concern the declining ratio of regular to other resources and called for further analyses and indication on how this situation could be changed. Some speakers called on donors to increase their contributions to regular resources.

165. UNICEF needs to further improve its work and reporting on the human rights based-approach to programming and on gender, said many delegations. While progress was noted in reducing the gender gap in education, further work was needed in all sectors.

166. Some delegations called for more focus on capacity-building and the need for improved UNICEF engagement to steer such processes as poverty reduction strategies and sector-wide approaches (SWAps) at national level. It was also said that UNICEF should continue to focus on its strengths in community-based approaches to development and its field orientation.

167. Good progress had been made in child survival and development, polio eradication and control of diarrhoeal diseases, acute respiratory infections and malaria, it was said. One delegation expressed concern that despite the good progress achieved towards polio eradication, routine immunization has not received sufficient attention. Another delegation called for increased attention to neonatal mortality reduction. Some delegations noted with satisfaction the joint work with UNFPA around maternal mortality reduction and WFP on ending hunger. Some delegations asked for details of

UNICEF contribution and progress in cluster leadership in emergencies and that future reports devote attention to reporting on results in emergencies.

168. Many delegations noted with concern that the expenditure ratios had not increased for child protection and HIV/AIDS. Some expressed the hope that the recently launched *Unite for Children, Unite against AIDS* campaign would substantially increase fund-raising in this area and demonstrate key results as noted in the new MTSP. A delegation said that the lack of a comprehensive approach in child protection hampered UNICEF work at country level. Another speaker called for continued attention at country level to developing and implementing comprehensive early childhood development (ECD) policies.

169. Several delegations welcomed the independent organizational review and requested that this and other reviews, including the review of external partnerships, be discussed at future sessions of the Board. Some speakers expressed concern that the new MTSP paid insufficient attention to human resources development and staff training but did express satisfaction that UNICEF had key results and plans for the new plan period.

170. Delegations called for greater focus, clarity and further strengthening of the results-based reporting in future annual reports of the Executive Director. They also stressed the need for continued emphasis on sub-Saharan Africa and the least developed countries.

171. The Deputy Executive Director welcomed the critical inputs and suggestions. In response to some of the specific observations, he said that while funding for HIV/AIDS and child protection had not increased in percentage terms, the actual amounts had in fact increased. Hopefully, the release of the United Nations Study on Violence against Children would result in increased attention from donors to this area. UNICEF continued to emphasize and was fully committed to both the human rights-based approach to programming and to gender, and would report on results and progress in future reports. He also said that decision of the IASC on the leadership and coordination roles of UNICEF in the areas of nutrition, water and environmental sanitation and data communications were based on the organization's comparative advantages on the ground. UNICEF would continue to play a key role in education, child protection and health, areas that were consistent with the Core Commitments for Children in Emergencies.

## B. UNICEF post-crisis transition strategy in support of the MTSP

172. The report (E/ICEF/2006/17 and Corr.1) was introduced by the Director, Programme Division, who welcomed Mrs. Elizabeth Alpha-Lavalie, Vice-President of the Mano River Women's Peace Network, based in Guinea, Liberia and Sierra Leone, and Mr. Kazuhide Kuroda, Senior Social Development Specialist for the World Bank's Conflict Prevention and Reconstruction Unit.

173. Mr. Kuroda described the Bank's integrated approach to conflict prevention and reconstruction in terms of mobilizing the Bank's assets, building on lessons learned and strengthening partnerships with all other stakeholders, including UNICEF. The Bank was increasingly incorporating a conflict analysis framework in the PRSP and country assistance strategy processes. Considerable

achievements had made through collaboration of the World Bank and United Nations agencies in recent years, including joint needs assessments in post-conflict countries such as the Islamic Republic of Afghanistan, Haiti, Iraq, Liberia and Sudan.

174. Mrs. Alpha-Lavalie emphasized gender equality as an integral goal of development and the pivotal role of women in peace-building and rehabilitation. She highlighted the fact that gender equality, justice, equitable development and the meeting of basic needs of households (education, health, shelter and security) are the prerequisites of peace and of a democratic society.

175. Delegations welcomed the strategy. Many stated that commitments such as the Millennium Declaration and Development Goals, the Plan of Action adopted by the General Assembly Special Session on Children and the Convention on the Rights of the Child should continue to guide UNICEF work in post-crisis transition. There was also agreement that the strategy should support the well-established regular programming approach of UNICEF as outlined in the MTSP.

176. Several speakers welcomed the linkages between the strategy and the five focus areas of the MTSP but pointed to the need to further define indicators for measuring progress. The Director responded that the document addressed the use of indicators in several paragraphs. UNICEF would use the MTSP results matrix as the reporting basis for each focus area and would explore additional indicators that might be required during the transition phase. Indicators would be included in future annual reports of the Executive Director.

177. Delegations praised the emphasis on the participation of children and young people and gender sensitivity in the strategy's guiding principles, as well as in consultations with crisis-affected communities. They also welcomed the "bottom-up" approach to programming.

178. The cluster approach piloted in the Pakistan earthquake response was welcomed as an important tool for increasing coordination during emergency response and early recovery. Several delegations asked how the lessons learned from Pakistan and the recommendations of the IASC real-time evaluation of the cluster approach would be incorporated into UNICEF work and how cluster responsibilities would adapt over time to the rapidly evolving context. The Director of the Office of Emergency Programmes responded that the valuable lessons learned by UNICEF would be applied in subsequent emergencies. He highlighted several lessons: (a) concerned Governments should lead efforts; (b) "one size does not fit all", as the approach needed to be adapted to country contexts; and (c) "quick wins", such as restarting school for children, are essential to building confidence, trust and hope.

179. He emphasized that early funding was vital. UNICEF was working with a number of partners, such as UNDP and the World Bank, to devise quick-release mechanisms. In Southern Sudan, for example, UNICEF hosted a capacity-building trust fund of about $16 million, of which approximately $14 million had been disbursed in the first three to four months. In response to a question about how the strategy would be funded, he stated that there would be no separate funding; and support would come through existing mechanisms.

180. Delegations highlighted the importance of advocacy for women's and children's rights and the valuable asset of the UNICEF voice in advocacy. Several delegations emphasized the importance of capacity-building, especially regarding child rights, suggesting that this could have been further addressed in the strategy. It was also recommended that work be done with Governments to establish standards, such as those for child-friendly schools. In reply, the Director cited the example of advocacy for children that took place following the Indian Ocean the tsunami: by working with authorities in Sri Lanka, Thailand and Indonesia to strengthen child protection, UNICEF and partners had helped to prevent child trafficking rather than deal with its effects.

181. A number of delegations expressed support for the strategy's commitment to strengthening partnerships with programme countries, donors, other United Nations agencies and NGOs. One speaker said that global development strategies should be developed to respond to crisis situations, which are often complex. Another suggested that the integrated mission approach should be standard. One speaker asked why the International Recovery Platform, which was devising a post-disaster assessment tool for natural disasters, was not mentioned, and how UNICEF was participating in the Platform. The Director of Programme Division explained that UNICEF had been working other UNDG agencies to ensure a consolidated approach to transition and was also working with partners to implement the Hyogo framework on disaster prevention and response.

182. Asked if there would be a separate strategy for fragile States, which were not covered in the strategy, the Director of Emergency Programmes responded that UNICEF would continue to address conditions in fragile States, which often resulted from long-term disparities and other issues, through regular development programmes. UNICEF was working with partners, including other funds and programmes, to ensure that various transition strategies responded to the needs of fragile States.

183. See annex, decision 2006/6 for the decision adopted by the Executive Board.

## C. Review of the UNICEF cost-recovery policy

184. The report (E/ICEF/2006/AB/L.4) was presented by the Executive Director. The report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2006/AB/L.5) was also available.

185. Overall, delegations commended the quality and transparency of the secretariat's analysis. There was general acceptance of the direction of greater simplification and harmonization that would make UNICEF a more effective partner in development activities, including in joint United Nations programmes. Delegations nevertheless stressed that the recovery rates applied had to be transparent and that fiscal soundness had to be maintained. It was also stated that small countries would not be able to benefit from the flexibility afforded to large contributions.

186. Significant importance was given to the need for UNICEF to continue to emphasize raising regular resources through specific strategies, and to ensure that modified recovery rates did not provide a greater incentive for mobilizing other resources at the expense of regular resources. Speakers stressed that UNICEF should continue to measure its real costs in order to continue to move

to fully covering these in the actual amounts recovered. They also asked the secretariat to continue to work with the UNDG Executive Committee agencies on the harmonization of cost recovery.

187. See annex, decision 2006/7 for the decision adopted by the Executive Board.

## D. Report on options to improve the harmonized country programme approval process

188. The Deputy Director, Division of Policy and Planning, presented the report on options for improving harmonized country programme approval process jointly prepared by UNICEF, UNDP and UNFPA (E/ICEF/2006/12).

189. Delegations were generally appreciative of the joint agency effort to respond to Executive Board decision 2005/9, which called for further proposals to improve and streamline the current country programme process and approval procedure. Speakers reaffirmed the importance of improving the harmonization of the country programme process for achieving development results in the shortest time frame and with national leadership at the centre of the process. Some delegations expressed strong endorsement of the proposal for the adoption of a common framework that would enhance synergy and country team performance among United Nations agencies as well as a stronger, coherent alignment with national processes. However, many were apprehensive about changes proposed to simplify the process and documentation in isolation of discussions within the context of the larger United Nations reform debate.

190. Other delegations questioned the timing of the decision to consolidate the UNDAF, with several suggesting that the current proposal went beyond paragraphs 49 and 50 of General Assembly resolution 59/250 of 22 December 2004 on the triennial comprehensive policy review of operational activities for development, and should therefore be discussed in a broader forum. A call for greater discussion and analysis was echoed by other speakers who stated that a decision on the matter would be difficult before the report of the High-Level Panel on System-wide Coherence had been presented and discussed by the Assembly.

191. Several speakers called for additional analysis of the achievements and shortcomings of the current UNDAF process, suggesting that a comprehensive evaluation and lessons learned be documented by UNDG. Some expressed the importance of piloting a consolidated UNDAF process before considering universal application, allowing countries to decide. A number of delegations expressed concern that administrative costs and complexities in running two processes simultaneously would be counter-productive. One delegation requested an explanation regarding the legal status of a consolidated UNDAF process, positing that, if so, then the whole document should be formally approved as opposed to only the section C. Another speaker queried how funds and programmes intended to monitor the legal obligations entered into by States under international instruments. A speaker requested more information regarding the consolidated UNDAF consultative process that would take place at the national level and which partners would be involved.

192. Many speakers reiterated support for the principle of national priorities and strategies at the core of the work of the United Nations funds and programmes and asked that this principle govern any further proposals for improving the country programme approval process.

193. The Deputy Director replied that the best available experience at headquarters and field levels was consulted in order to identify and build on the strengths of the present UNDAF and country programme approval system. Internal and external evaluations and reviews of the UNDAF process were also examined. Similarly, good practices and lessons learned would continue to be documented and disseminated within the framework of the UNDG Programme Group. Formal and informal discussions with Bretton Woods Institutions, bilateral agencies and NGOs operating in countries routinely took place with Governments during the strategy discussions of which the CPD was an outcome. The proposed process was designed to reinforce the United Nations' contribution to achieving the Millennium Development Goals as prioritized by national partners. UNICEF, through the country programme, supported Governments in the implementation of recommendations emerging from human rights treaty bodies' deliberations, particularly for the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women. He also clarified that the legal status of the current UNDAF had been established by the Economic and Social Council.

194. Closing the discussion, the President of the UNICEF Executive Board thanked delegations for remaining engaged in this and asked the facilitator of the informal discussions, Mr. Thomas Gass (Switzerland) to report back to the Board later in the week.

**Outcome of informal discussions**

195. At the closing meeting, the President read the following oral statement concerning the outcome of the informal discussions on agenda item 6:

> "My understanding is that the Board members, during the informals, have agreed that some progress was made in negotiating a draft decision on this item and that more time was needed in order to reach a consensus on this important issue.
>
> The Board requests UNICEF, jointly with UNDP and UNFPA, to make further proposals to improve and streamline the current harmonized country programme approval procedure, as stipulated in Board decision 2005/9. Mr. Thomas Gass [Switzerland] has made himself available to facilitate further informal consultations on this subject during the time leading up to the second regular session of the Board."

196. The President suspended the meeting briefly to allow delegations time to consult on the content of the statement. When the meeting resumed, delegations from a number of programme countries reiterated their support for the work of UNICEF in the field in support of developing countries' efforts to protect the rights of children and promote their well-being. They stated that the principle of national priorities and strategies in the work of the United Nations funds and programmes must govern any proposals made relating to country programmes. They said that unfortunately, this

was not the case of document E/ICEF/2006/12, which contained proposals to harmonize the procedures for approving country programmes.

197. The Vice-President representing the Western European and others Group said that it was unfortunate that no decision has been reached on item 6 despite the many informal consultations organized by the secretariats of UNDP, UNFPA and UNICEF. He thanked the respective secretariats for their time and effort on this complicated issue and wished them wisdom in the further preparation of information for this Board. He also thanked Mr. Thomas Gass for his time, effort and patience, and expressed the hope that leading up to the September Board, there would be a fruitful discussion.

198. After a brief discussion as to whether the President's statement would be considered an oral decision by the Executive Board, the President said that it was his understanding that the legal power of the oral statement of the President equalled that of an oral decision, and he was going to seek the Board's approval of his oral statement. The Board agreed to support the President's statement.

## E. Report on the implementation of joint programming

199. Following a short video on UNICEF activities in the context of United Nations reform in Cambodia, Deputy Executive Director Kul Gautam introduced the report on the implementation of joint programming. The report, prepared jointly with the secretariats of UNDP and UNFPA, was accompanied by an addendum describing the experience of UNICEF (E/ICEF/2006/13 and Add.1).

200. Several delegations thanked UNICEF for the report, including its objectivity and frankness in discussing challenges. Many agreed with the report on the benefits of joint programmes, which include the reduction in duplication of efforts, a greater understanding of other United Nations agencies' mandates, increased coherence for programme delivery, a broader range of partners and increased leveraging of additional resources. There was general consensus that joint programming should be judged foremost on its impact in achieving the Millennium Development Goals and results for children.

201. Many delegations recommended that a thorough evaluation of joint programmes and joint programming be undertaken once more experience was gained in the field, including a study of the impact on transaction costs and comparing the effectiveness of joint programmes with that of single-agency programmes. The Deputy Executive Director said that it would most likely occur at the end of 2007 or beginning of 2008.

202. One speaker encouraged the maintenance and improvement of standards of reporting and accountability so that donors could be certain their funds were being used by the organization that they intended to support.

203. In advocating a strengthening of the use of joint programmes as a programming tool, several speakers suggested that this would require streamlining the CCA/UNDAF process, harmonizing financial management systems, eliminating double cost recovery (in the pooled funding option), implementing a standard and ongoing joint monitoring system, and ensuring that the comparative

advantages and individual mandates of each agency were not lost. It was suggested that joint programming be based on the Paris Declaration on Aid Effectiveness. Other delegations recommended that joint programming be determined by national priorities over donor priorities; that it not become a prerequisite for donor funding; and that it be introduced more gradually in phases based on pilots and other assessments of previous experiences.

204. To a question about whether a CCA/UNDAF was always a pre-requisite for joint programmes, the Deputy Executive Director responded that it was not, citing the example of Argentina. He also emphasized that the visibility, individual mandates and comparative advantages of each agency were not being lost in joint programming and that despite a lack of hard evidence, anecdotal evidence suggested a reduction in transaction costs. He assured delegates that joint programming took account of the unique realities and priorities of each country and that it would be applied in a measured, considered manner.

## F. Report on UNICEF engagement in sector-wide approaches

205. Following the introduction of the report (E/ICEF/2006/14) by Kul Gautam, Deputy Executive Director, delegations agreed that SWAps had become an integral part of poverty reduction strategies and were accepted by both donor and recipient countries as they strengthens national ownership. They acknowledged that SWAps help to facilitate simplification of processes, promoted harmonization among different "players" and addressed disparate goals. Others said that they increased efficiency while reducing duplication.

206. Many delegations said that SWAps should be coherent with national policies, processes and be nationally led. It was also said that United Nations reform should strengthen UNICEF so as to better support countries, and UNICEF in turn should strengthen its own capacities in order to be responsive to the needs of recipient countries, especially for capacity-building. Other speakers agreed with the report that SWAps should be more outcome-oriented. Currently there was a focus on heavy processes and UNICEF should to give more attention to the content and quality of SWAps. The objectives of SWAps should be aligned with the Millennium Development Goals.

207. Some speakers said that the report did not address the issue of national ownership sufficiently in line with the Paris Declaration and wanted to know what UNICEF would do regarding programme (budget) funding. They urged that more attention be paid to the content, quality and results of SWAps, as well as monitoring of Millennium Development Goal indicators. It was suggested that young people participate in SWAp processes. Delegations expressed high expectation that the UNDG guidelines would be completed in 2006 and define the balance between the human-rights and technical professional approaches. They supported the notion of cross-country evaluation of SWAps.

208. The utility of SWAps could be limited in emergency and fragile States, it was said. UNICEF was applauded for developing its comparative advantage to engage in SWAps, but it should recognize that this process could be labour intensive. Although 20 countries had integrated vitamin A into SWAps, none had been able to do with undernutrition. Wider use of the Marginal Budgeting for Bottlenecks tool was urged as it could give insights into the functioning of health systems.

209. A delegation commended UNICEF for playing an important role in strengthening technical capacities in health information systems and information-sharing. The speaker referred to the health SWAp in Mozambique, which built the database for better planning and implementation of health strategies. A delegation welcomed the definition of roles in the report, especially the brokering role played by UNICEF. The speaker encouraged UNICEF to strengthen the participation of NGOs and other civil society voices in SWAps.

210. The Deputy Executive Director said that UNICEF was training 300 staff per year to engage more productively in SWAps and other development instruments. UNICEF was also facilitating young peoples' participation and acting as a broker to increase the participation of civil society. One example was the education SWAP in Cambodia, where 50 NGOs were involved. UNICEF was working within UNDG to amend its rules and regulations to make them more "SWAp compliant". He agreed that in some fragile countries in crisis with governance problem, the project-oriented approach might be more appropriate. The Chief of the Health Section cited growing collaboration with the World Bank that was aimed at ensuring that resources were allocated where most needed, using the examples of the medium-term expenditure frameworks in Ethiopia, Mauritania and Rwanda. Responding to a question, he said that other resources-funded programmes and SWAps could be complementary, as for example when other resources funding provided by the Canadian Government permitted testing of the Accelerated Child Survival and Development Strategy in West Africa, which was now incorporated into SWAps in those countries.

211. See annex, decision 2006/8 for the decision adopted by the Executive Board.

## G. Ending Child Hunger and Undernutrition Initiative: oral report

212. The Director, Programme Division said that although the global community has promised to reduce the proportion of children under five years of age who are underweight by half between 1990 and 2015, at the global level the world community was still not on track to reach that target. A Global Plan of Action would support national and international efforts in four key ways: (a) at the global level, to ensure the sustainable supply of affordable health and nutrition services and commodities and the delivery of increased financial resources; (b) at the macro level, to integrate child health and nutrition needs into national policies plans and budgets; (c) at the meso level, to strengthen district and community health and nutrition systems and to support the achievement of other Millennium Development Goals including to reduce under five-mortality, improve maternal health, promote gender equality ensure access to education, water and sanitation and services to stop HIV/AIDS; and (d) at the micro level, to empower families to improve their health, feeding and childcare practices.

213. On behalf of a group of European countries, a speaker said that the Initiative should be aligned with the MTSP and be consistent with the UNICEF health and nutrition strategy. The Initiative appeared to be another vertical initiative rather than an integrated, more horizontal approach which would facilitate national leadership and ownership. He expressed concern that a new initiative could siphon funds away from other established activities and said that it should not involve a new funding channel. Clarifications were also sought on the role of the World Bank and what would be done differently from earlier and unsuccessful attempts to reduce hunger and undernutrition. The Director

replied that the Initiative would not be vertical, and that its aims fit well within the result areas of the MTSP.

214. Another speaker, on behalf of African delegations, said that undernutrition and hunger were major obstacles to development in many African countries, linked to education, parasite control and water and sanitation. Special attention must be paid to addressing dietary insufficiencies; associated diseases, especially HIV/AIDS and tuberculosis; the clear links to poverty leading to hunger and malnutrition; insufficient medical care and systems. They encouraged the involvement of programme countries and stressed the importance of technical support. UNICEF should help to further develop national capacities, establish credible and reliable information and monitoring systems and prioritize gender issues.

215. Other delegations expressed support for the Initiative and reported on their own experiences with food programmes for children and families with limited resources and school feeding programmes. One speaker suggested that nutrition interventions be mainstreamed in health, education and water and sanitation programmes. The Director stated that the Executive Director and the WFP Executive Director had participated in a joint regional management plan meeting in Panama in May, which had underscored the vital role of national leadership, national ownership and national capacity-building. He agreed that the secretariat would present another oral report at the second regular session.

## H. Report on the evaluation function in UNICEF

216. The Director of the Evaluation Office introduced the report (E/ICEF/2006/15) and also referred to the findings, conclusions and recommendations of an external peer review of the evaluation function, which had been discussed at an informal pre-session briefing.

217. Several delegations welcomed the report and praised the Evaluation Office for its efforts to improve the quality of the evaluation function at all levels and for its leadership role in the United Nations Evaluation Group. Several delegations requested further clarification on the role of the UNICEF evaluation function in United Nations reform, while others encouraged additional efforts to enhance harmonization, especially in terms of joint country-level evaluations. A number of speakers welcomed the support given by the central Evaluation Office to strengthening the results-based management system, including through the development of integrated monitoring and evaluation frameworks and performance indicators for the MTSP. Other speakers said there was a need to address the gap between system-wide indicators and the project- and programme-level planning systems. Delegations welcomed the emphasis placed on strengthening national capacities and ownership as well as the planned engagement of UNICEF in joint country-led evaluations.

218. Several delegations welcomed the evaluations of responses to humanitarian crises, including the increased emphasis on real-time evaluations. They acknowledged UNICEF work in the Tsunami Evaluation Coalition and recommended continued follow-up on the tsunami evaluations.

219. A number of delegations said the peer review presented an opportunity for UNICEF to improve its evaluation function and strengthen the organization's performance. It was recommended

that UNICEF develop a comprehensive evaluation policy. Several speakers recommended formalizing the independence of the decentralized evaluation function (including the Director's reporting lines) and clarifying roles, responsibilities and accountabilities at all levels. Several delegations endorsed conducting fewer evaluations while increasing quality. It was also recommended that UNICEF strengthen the capacities of Regional Offices to provide technical support, oversight and quality assurance for country-level evaluations. UNICEF needed to allocate sufficient human and financial resources to these efforts, ensuring a more predictable budget and increased regular resources for evaluation. Several delegations endorsed the peer review panel's recommendation that all evaluations submitted to the Board be accompanied by a management response.

220. Responding to a request that costed evaluation work plans be presented to the Executive Board, the Director stated that the global evaluation plan had been presented in the MTSP, and biennial performance reports were prepared at the global level; at the regional and country levels, plans were decentralized. He acknowledged the request for greater consistency in the results matrices of CPDs and underlined the determination of UNICEF to improve the articulation of results, particularly the specific results to be achieved by UNICEF in collaborative efforts with other United Nations agencies.

221. He added that UNICEF would prioritize strengthening evaluation at the regional and country levels and would work with national evaluation offices and local partners to evaluate UNICEF activities, including those undertaken in partnership. UNICEF was also supporting national evaluation associations and promoting the evaluation profession at the country level. UNICEF and other United Nations agencies were developing country-led joint evaluations in domains such as development and humanitarian action and on themes such HIV/AIDS to assess the relevance and effectiveness of the United Nations contributions. Regarding the peer review, the management response would most likely be formulated in a policy statement submitted to the Board at the next annual meeting.

222. See annex, decision 2006/9 for the decision adopted by the Executive Board.

## I. Proposals for UNICEF programme cooperation

### (a) Draft country programme documents

223. The President said that at this session, the Executive Board would consider a total of 24 draft CPDs. Fourteen draft CPDs for full programme cycles were presented for discussion and comment, and for approval of the aggregate totals of estimated regular resources and other resources in the programme budget. Taking into account the comments of the Board, the draft documents would be revised as appropriate, and a summary results matrix added. The revised CPDs would be posted on the UNICEF internet site in October 2006 and submitted to the Board for approval on a no objection basis at the first regular session in 2007 unless at least five members had informed the secretariat in writing, within six weeks of the posting of a document, of their wish to bring a particular country programme before the Executive Board.

224. In addition, several short-duration CPDs for one-year programmes were presented to the Board for approval. These short-duration programmes were usually prepared so that the UNICEF programme cycle could be harmonized with the cycles of other agencies, or to allow time for finalization of the UNDAF. It was expected that the full country programmes would be presented to the Executive Board in 2007. At this session, the Board would consider for approval nine short-duration CPDs, as well as the CPD for Oman, which was funded entirely from other resources.

225. In an overview of the CPDs, the Director, Programme Division, said that the current proposals amounted to almost $1.3 billion, of which $268 million were from regular resources and slightly more than $1 billion in other resources. The CPDs were aligned with national priorities; had been developed through inclusive consultative processes; emphasized achievement of the Millennium Development Goals; clearly utilized the core competencies of UNICEF; emphasized national capacity development, particularly in monitoring, policy development, decentralization of social services and emergency preparedness; and included partnerships with national and international development actors. Many of the proposed country programmes also emphasized child survival and evidence-based policy advocacy, with a focus on leveraging resources for children.

**Eastern and Southern Africa**

226. The Regional Director introduced the draft CPDs for Ethiopia and Mozambique (E/ICEF/2006/P/L.2 and Corr.1 and E/ICEF/2006/P/L.4) and the CPDs for the short-duration programmes of Malawi and Rwanda (E/ICEF/2006/P/L.3 and E/ICEF/2006/P/L.5). The UNICEF Representative for Ethiopia also spoke about that country's programme of cooperation.

227. The Minister of Health of **Ethiopia** highlighted key challenges for reaching the Millennium Development Goals, saying that if the trends showing a reduction in under-five and infant mortality rates were to continue, Ethiopia should be able to achieve the 2015 targets. To accelerate interventions in the focus areas, the key strategies were a community-based programme with an extended outreach dimension; capacity development of health workers; and reform of the health system to harmonize its different elements and partners. Other delegations noted the alignment of the programme with national priorities and the commitment to implementation of the Paris Declaration. UNICEF advocacy on nutrition and girls' education was also praised. Several speakers flagged the need to improve the coherence of the health and nutrition programmes to achieve greater efficiency and effectiveness. It was suggested that the monitoring and evaluation function be strengthened, especially data collection and analysis. One speaker recommended that the observations of the Committee on the Rights of the Child be taken into account in annual work plans; that community dialogue on FGM/C be strengthened; that the focus on child-friendly schools be increased; and that more reporting be done on children with disabilities.

228. The representative of **Mozambique** said that the partnership with UNICEF was crucial for protecting the rights of Mozambican children. The changing development context, including new and existing aid modalities, had emphasized greater national ownership and the alignment of programmes with national development priorities. The overarching goal of poverty reduction continued to present challenges even though cooperation with UNICEF had contributed to the overall decline of poverty,

including reduced under-five mortality, increased immunization coverage and increased literacy and girls' enrolment in school. Other delegations commended UNICEF for a good alignment of the CPD to national priorities (especially as expressed in the PRSP), and UNICEF involvement in the health SWAp. UNICEF and the UNCT as a whole were praised for significant progress made toward coordination and harmonization in accordance with the Paris Declaration. UNICEF was praised for its human-rights based approach to programming, which some delegates said should also include women's rights. The support to national decentralization and capacity-building was also appreciated. Several delegations also recommend that UNICEF shift its focus from service delivery to greater technical assistance (particularly in the education sector) and capacity-building (in the areas of ECD and water and sanitation).

229. The representative of **Malawi** commented on the linkages between the draft country programme and the Millennium Development Goals, the Convention on the Rights of the Child and the national plans of action, including that for orphans and vulnerable children, and the Malawi growth and development strategy. There was a need for a greater programmatic connection between nutrition and HIV/AIDS as well as additional counselling and testing facilities at sites for the prevention of mother-to-child transmission of HIV. The focus of the draft country programme on building capacities as well as the ownership of the communities was commended. Another speaker said that although the country programme was aligned with national programmes, there was scope to reduce the number of UNICEF projects in the country to focus resources. The Regional Director said that the CPD was for a one-year bridging programme and the next full programme would fully reflect national priorities.

230. The Regional Director reiterated the commitment of UNICEF to working with other United Nations agencies and partners in support of government priorities in all countries of the region. UNICEF was committed to helping to build national capacities, especially at the local level.

**West and Central Africa**

231. The Executive Board had before it draft CPDs for Gabon, Guinea and Sao Tome and Principe (E/ICEF/2006/P/L.8 – E/ICEF/2006/P/L.10), and short-duration programmes for Equatorial Guinea and Togo (E/ICEF/2006/P/L.7 and E/ICEF/2006/P/L.11), which were introduced by the Regional Director.

232. The representative of **Guinea** said that the draft CPD addressed the country's priorities and was aligned with the PRSP and UNDAF, which emphasized combating poverty, improving people's socioeconomic circumstances, good governance and building national capacities. The country was facing difficulties due to conflicts in the region and an influx of refugees, as well as the threat of avian influenza. The Government remained committed to lasting economic development through fulfilling its commitments to universal primary education, particularly for girls, access to clean water and sanitation, integrated rural development and combating AIDS.

233. One speaker asked if capacities existed for implementing the programme's participatory inclusive development. Referring to the fragile situation in the region, she asked to what extent risk

analysis was part of the strategy for implementation. The Regional Director replied that UNICEF would support implementation of the country programme in cooperation with many partners including other United Nations agencies. She noted the existence of contingency plan for Guinea that would allow flexibility and adapt to changing situation.

**East Asia and the Pacific**

234. The Executive Board had before it the draft CPD for Thailand (E/ICEF/2006/P/L.12), which was introduced by the Regional Director, who commended the efforts being made through the UNDAF and the United Nations Partnership Framework for Thailand, finalized in March 2006.

235. The representative of **Thailand** thanked UNICEF for its support for the country's social and economic development, and for the relief and recovery efforts during the tsunami crisis. He said that Thailand had made notable progress in reducing child mortality, universal primary education, lowering the HIV infection rate and gender equality and was on track to meet most of the Millennium Development Goals by 2015. However, the most vulnerable groups, including ethnic minorities, migrants and displaced persons, faced difficulties in accessing social services and protection. UNICEF needed to continue its active role in promoting child protection, basic education for children, prevention and reduction of HIV transmission among young people and from mother to child.

236. A delegation emphasized the importance of UNICEF continued work, especially in child trafficking and other protection issues and in social mobilization to prevent an avian flu pandemic.

237. Another speaker commended UNICEF for its specific efforts to protect the most vulnerable children from violence, abuse and exploitation through birth registration and provincial child protection systems. The speaker welcomed the regional perspective that UNICEF brought to child protection by collaborating with neighbouring countries to address cross-border issues. Close cooperation with UNHCR was also encouraged.

238. The Regional Director said that UNICEF would continue to work closely with UNHCR on child protection issues and cited significant progress in many areas, including the approval by Parliament of a resolution providing access to education for non-Thai and unregistered children. Regarding the tsunami crisis, UNICEF had learned several lessons that would benefit future work.

**South Asia**

239. The Executive Board had before it the CPDs for the short-duration programmes of Bhutan (E/ICEF/2006/P/L.13), Nepal (E/ICEF/2006/P/L.14) and Sri Lanka (E/ICEF/2006/P/L.15), which were introduced by the Regional Director.

240. The representative of **Nepal** said that his Government accorded high priority to the development of children, including ECD, nutrition, education and the reduction of infant under-five and maternal mortality. He concurred with the document's analysis of the situation of children in Nepal and stressed the need for additional resources in order to achieve the Millennium Development

Goals and the implementation of the national five-year plan. The Regional Director replied that the United Nations country team was working very closely with the Government and other donors to analyze the best way to support development efforts in Nepal.

241. The representative of **Sri Lanka** thanked UNICEF for its contributions, especially in the aftermath of the tsunami, and its ongoing assistance in spotlighting issues affecting children, particularly in the northern and eastern provinces. The Regional Director reported that UNICEF was in close contact with the UNCT, the donor community and the Government in articulating the next country programme. Special attention was being paid to dealing with the delays in development caused by the tsunami and to supporting communities where indicators lagged behind national averages. Another delegation suggested that UNICEF consider further involvement in the education sector development framework, and also proposed more harmonized work in different sectors, which would strengthen national ownership and improve sustainability. The situation of children in conflict-affected areas in the northern and eastern parts of the country should be a priority. The delegation requested to be kept informed about UNICEF alternative strategies in case of renewed and escalated fighting. The Regional Director responded that UNICEF was constantly examining ways of collaborating with partners under different security scenarios, with the aim of creating a strong and sustainable national capacity. She expressed confidence that continued work in education would benefit from this broad-based approach and she noted the particular emphasis of UNICEF on improving the quality of education in less-developed geographic areas.

### Central and Eastern Europe and the Commonwealth of Independent States

242. The Executive Board had before it the draft CPD for the Republic of Moldova (E/ICEF/2006/P/L.16), which was introduced by the Regional Director.

243. The representative of the **Republic of Moldova** expressed appreciation for the professional knowledge, commitment and support of the UNICEF team in Chisinau. She supported the draft CPD, considering it a direct response to the national priorities as indicated in the Economic Growth and Poverty Reduction Strategy Paper (EGPRSP). With UNICEF playing a central role in coordinating national and donor efforts to protect children's rights, significant results had been achieved, particularly in reducing infant, under-five and maternal mortality and in leveraging considerable resources for the Fast Track Initiative in education. She emphasized the Government's commitment to achieving the Millennium Development Goals, to placing child poverty at the centre of EGPRSP, to enhancing the quality of services for children and to reaching the most excluded and vulnerable children.

244. Another speaker welcomed the role of Parliament in overseeing children's rights. She also commended the enhanced harmonization between donors and national institutions during the development of the draft CPD. Further clarification, however, was sought in two areas: (a) the needs of, or actions for, the most vulnerable children, mentioned in paragraph 11 of the draft CPD; and (b) the situation of children living in institutions, including the total number of children and trends in de-institutionalization. The Regional Director commended the interest expressed in the reform of the child protection system and said that UNICEF supported capacity-building of Parliament. Regarding

paragraph 11, she clarified that specific data on child poverty were needed to target interventions in the EGPRSP and European Union/Moldova action plan. As for children living in institutions, there were 11,400 such children, including those with disabilities, and about one child per day was abandoned, though sufficient data were still very difficult to obtain for the country and the region.

**Middle East and North Africa**

245. The Executive Board had before it the draft CPDs for Algeria, Egypt, Iraq, Morocco, Syrian Arab Republic, Tunisia and Yemen (E/ICEF/2006/P/ L.17, E/ICEF/2006/P/L.18, E/ICEF/2006/P/L.19, E/ICEF/2006/P/L.21, E/ICEF/2006/P/L.24, E/ICEF/2006/P/L.25 and E/ICEF/2006/P/L.26), the short-duration CPDs for Lebanon and Sudan (E/ICEF/2006/P/L.20 and E/ICEF/2006/P/L.23) and the recommendation for other resources funding for Oman (E/ICEF/2006/P/L.22), which were presented by the Regional Director.

246. The representative of **Algeria** said that the proposed country programme was to a great extent aligned to the country's national development priorities for 2005-2009, but that UNICEF should extend programmes more to the economically disadvantaged and remote areas of the country. He also requested that the revised CPD use updated data that would be provided to the country office. The Regional Director replied that the country programme was gradually moving towards greater assistance to the more remote and disadvantaged areas and took note of the new data to be provided to the country office. He pointed out Algeria's outstanding contributions in the region in the area of child trauma.

247. The representative **Morocco** encouraged UNICEF to continue its ambitious programme covering areas related to women and children, such as health, quality of education, protection, the fight against violence, exploitation and vulnerability in rural areas and the establishment of a mechanism to promote a social policy directed at children. The Regional Director spoke of Morocco's contributions in the region to combating violence against children and sexual exploitation of children.

248. The representative of **Sudan** expressed appreciation for the long and close partnership with UNICEF. He said that the recently signed peace agreements with the South and in Darfur would allow the strengthening of this cooperation, especially in immunization campaigns and programmes for water and sanitation, protection and education. He also singled out the positive results in the reduction of maternal mortality rates and measles immunization coverage in the north and south. He expressed appreciation for the UNICEF contribution towards national development objectives and its humanitarian emergency assistance. The Regional Director acknowledged the positive developments in north and south Sudan, as well as the technical cooperation between the police forces of Sudan and Jordan in the area of police training on violence against women.

249. The representative of the **Syrian Arab Republic** said that his Government's approach to child protection was based on the belief that it required love, understanding and patience, and acknowledging UNICEF work in this area. The speaker indicated his Government's readiness to lift its reservations to the Convention on the Rights of the Child and had submitted a report on the Optional Protocols and on the Convention on the Elimination of all Forms of Discrimination against

Women. His capital would submit information and data to the country office with regard to paragraphs 6 and 8 of the draft CPD that he hoped would be reflected in the revised CPD. The Regional Director welcomed the Government's readiness to lift its reservations to the Convention and took note of the new information to be provided.

250. The representative of **Lebanon** commended the work of UNICEF in the country, saying that the country's indicators were proof of the need for continued assistance by UNICEF.

251. The representative of **Iraq** said that because of the difficult situation in her country, it needed the support of United Nations agencies and the international community for its reconstruction, especially in the social sector. She requested several amendments to the draft, without prejudice to the substance of the proposed programme, including: (a) to indicate the authors and source of the various surveys referred to in paragraphs 1, 2 and 5; (b) expressing doubts about the veracity of the data in paragraph 5; (c) that the word "laws" be deleted from paragraph 7, as they considered the "generalization" in this paragraph "unreliable and abusive"; (d) the Constitution was adopted by a National Assembly following a national referendum and therefore, reference to the new Iraqi Constitution should also be deleted in paragraph 7; and (e) that the reference to the National Constitution and legislation in paragraph 21 be deleted, as the existing Iraqi legislation and constitution provided adequate protection and guarantees for Iraqi women and children.

252. The Regional Director took note of these comments and urged further consultations between the UNICEF country office and the Government. He said that the delegation had been provided with the statement of the Deputy Minister for Planning and Development Cooperation (MOPDC) which had cleared the CPD. UNICEF, as part of its mandate to provide technical assistance to Governments with regard to the Convention on the Rights of the Chile, routinely commented on national laws and draft constitutions that touched on the rights of the child. He emphasized that MOPDC and all other relevant ministries had been consulted at every stage of the long process of CPD development.

253. Responding to a question from another delegation about the implementation and absorptive capacity for the $300 million other resources budget, he said that over the past three years, the Iraq country office had been implementing at a rate of about $100 million per year and the existing capacity was well positioned to absorb the proposed budget levels. The modus operandi put in place by UNICEF in Iraq, including the use of a network of small Iraqi contractors, would enable UNICEF to carry out a wide range of activities in the country, despite having its international staff operating out of Jordan. The situation was expected to continue, subject to the security situation in Iraq. Responding to another question on the coverage of UNICEF interventions, he said that work in the physical sectors such as water supply and school rehabilitation had so far succeeded in a wide geographic area. However, work in the "softer" sectors was much more dependent on safe movement of personnel and so the coverage remained rather limited. There was a need for donors to support the recovery of the social sector, as the international focus was more on infrastructure rehabilitation.

254. On the **Yemen** CPD, a delegation asked about the relationship between the proposed programme and the national development and basic education development strategies, and said it was not clear how UNICEF would support decentralization projects related to government reforms and

other development activities. The speaker welcomed recent progress in basic education indicators. The Regional Director replied the relationship between the country programme and national strategies was mentioned in the document. In the past four years, UNICEF had been implementing a major World Bank programme aimed at decentralization of health, education and social welfare services into target districts. The programme had been completed recently and UNICEF now had a number of new donations to support decentralization and strengthening of rural education. Decentralized education continued to be an important issue for Yemen. Despite some progress, major obstacles remained in some parts of the country. Child trafficking, migration of minors and low school enrolment for girls were other major issues.

255. The representative of **Egypt** thanked UNICEF for its assistance, particularly in the fight against HIV/AIDS. He reiterated his Government's priority for the battle against hepatitis C, which had an estimated prevalence rate of 69 per cent, while there were an estimated 5,300 cases of HIV/AIDS and only 68 reported cases. He cited the Government's national plan on HIV/AIDS, multisectoral national strategic plan, developed in partnership with UNICEF, and active monitoring of the ban against FGM/C. Other government efforts to improve the situation of children included tighter child labour laws, the literacy initiative "Reading to All" and the expansion of community health centres. He asked that these points be reflected in the revised CPD. The Regional Director saluted Egypt's efforts against HIV/AIDS and FGM/C and looked forward to further consultations between the Government and UNICEF country office on the issues raised. He said that the draft CPD had been discussed extensively with concerned government ministries.

256. Another delegation asked about the reliability of data in the draft CPD, particularly regarding gender parity and women in general, and proposed that UNICEF support more data collection in the country. The speaker also said that UNICEF could cooperate more with civil society organizations in protection and development, especially concerning advocacy for women and children. The speaker also asked why there was no reference in the document to UNICEF cooperation with WHO, especially on behalf of Bedouin women. The Regional Director said that that lack of data was an issue throughout the region and not only relating to gender. This was especially true for disaggregated data at the subnational level and for rural-urban disparities, especially with regard to the Millennium Development Goals.

257. The country programmes were approved (see annex, decision 2006/10).

### (b) Recommendation for additional regular resources for approved country programmes

258. The report (E/ICEF/2006/P/L.27) was introduced by the Director, Programme Division and approved by the Executive Board without comment. (See annex, decision 2006/11.)

### Statement by Regional Director for Europe

259. The Regional Director said that in 2005, the National Committees for UNICEF had mobilized some 40 per cent of UNICEF income. Although private sector fund-raising remained their primary

purpose, they also carried out education for development activities and advocacy for child rights. The year 2005 had been marked by exceptional disasters and by the exceptional generosity of millions of private individuals in response to the Indian Ocean tsunami and South Asian earthquake. Innovation in fund-raising was vital to ensure continued support from private donors, individuals and corporations who want to be partners, and not just donors, in programmes to benefit children. Recent innovative examples came from the United Kingdom and Polish Committees: Soccer Aid, which organized a benefit match – England versus the "rest of the world" – that raised over 2 million pounds and drew attention to malaria and AIDS; and the first-ever media field trip by the Polish Committee, to Sierra Leone, which generated high visibility on the deaths caused by measles, in partnership with a Polish television station and mobile phone company. In addition, the Spanish Committee, in collaboration with UNICEF and the Spanish Government, would support the Third Intergovernmental Conference on Making Europe and Central Asia Fit for Children, to be held 19-20 June in Palencia, Spain.

260. The Committees had also continued their advocacy work around the Convention on the Rights of the Child, he said. In the past year, UNICEF and the National Committees had participated in the presentation of seven State party reports to the Committee on the Rights of the Child, and some Committees had helped to prepare alternative NGO reports. The Committee's concluding observations called for States to make appropriate allocations to ensure full and equitable access to social services, especially for disadvantaged children. Another recommendation for all industrialized countries reviewed in the last 12 months was to strengthen data collection and improve monitoring mechanisms, especially for victims of sexual exploitation, children who are out of school, children in alternative care, non-citizens and minorities, children in conflict with the law, working children, adopted children, refugees and asylum seekers. Responding to the Committee's recommendations to establish independent bodies for children, the Geneva Regional office continued to support the European Network of Ombudspersons for Children.

## J. UNICEF Maurice Pate Leadership for Children Award

261. Mr. Kul Gautam, Deputy Executive Director, introduced the document proposing revisions in selection criteria and process for the Award (E/ICEF/2006/16). One delegation requested clarification on the circumstances under which the award would be conferred, given the change in the periodicity of the award from annual to occasional and also requested clarification on the change in the monetary value of the award. The Deputy Executive Director responded that the selection committee would accept nominations according to the current selection process, from which any number of awardees could be selected. The modification of the monetary value to a maximum of $50,000 in any one year was based on both previous values of the award as well as experience demonstrating that the monetary aspect is not necessarily the greatest value for awardees.

262. See annex, decision 2006/12 for the decision adopted by the Executive Board.

## K. Violence related to children and adolescents in conflict with the law: oral report

263. In her oral report, the Chief of the UNICEF Child Protection Section stressed that violence against children who are in conflict with the law is a worldwide problem that lacks visibility and public support. The UNICEF response focused on incorporating child justice principles in all work aimed at strengthening the justice sector and ensuring that prevention was an explicit part of social protection efforts. Collaboration with United Nations partners to leverage further results for children in this area was key and already well underway, for example with UNDP, the United Nations Department of Peacekeeping Operations and the United Nations Office on Drugs and Crime.

264. Delegations expressed strong support for the UNICEF approach to addressing violence against children in conflict with the law. Several speakers emphasized the need to mainstream children's concerns in legal reform and commended UNICEF and partners on the steps taken in this direction. There was agreement on the importance of advocacy to counter negative stereotypes and stigmatization of certain groups of children. Children should be seen as part of the solution rather than the problem and programmes should be based on the principle of engaging with those who are at risk.

265. Several delegations expressed appreciation for the emphasis on prevention, saying that programmes should focus on preventing at-risk children from coming into conflict with the law, from experiencing related violence and from committing violent crimes themselves. A speaker from Central America, expressing concern about her country's growing youth gangs, thanked UNICEF for its support in developing a policy on violence prevention as a way to counter juvenile crime. She outlined her Government's efforts to address gang violence through prevention programmes targeting at-risk youth and encouraged UNICEF to continue collaborating on this important issue. A speaker on behalf of African delegations underlined the need to strengthen social welfare sectors to ensure that social services are extended to the most vulnerable segments of society, especially children from families and communities marginalized by poverty.

## L. United Nations Study on Violence against Children: oral report

266. The oral report was presented to brief the Executive Board on progress made on the United Nations Study on Violence against Children, which was being finalized and would be presented to the General Assembly at its sixty-first session. Professor Paulo Sergio Pinheiro, the Independent Expert leading the study, and Ms. Rima Salah, UNICEF Deputy Executive Director, made brief presentations on Study-related activities in the last six months, including on an Inter-agency meeting held in New York on 2 March, and a children's meeting in May during which children prepared a child-friendly version of the report and its recommendations. A short video was shown in which children expressed their experiences with violence and made suggestions for preventing it.

267. A delegation, speaking on behalf of the African members of the Executive Board, said that family violence, including corporal punishment, and community violence such as FGM/C, child marriage and the abandonment of children accused of witchcraft, were the most prevalent forms of violence on the continent. The taboos surrounding many forms of violence had to be broken, and the causes and roots of violence had to be addressed. Other speakers said that support was needed for

national strategies against violence against children, and children exposed to violence, such as child soldiers, children in gangs, victims of violence within their families and children who were perpetrators of violence needed treatment, recovery and opportunities for reintegration. The importance of national ownership of these measures also stressed. Other delegations asked about activities leading up to the launch and national launches. A delegation reported on actions undertaken by its Government, including a Child Rights Act, a National Plan of Action, and a Bill on Offences against children, as well as a national study on child abuse whose results would complement the global study.

268. UNICEF was commended for its lead role in the inter-agency cooperation on the issue. It was suggested that the study be presented to the Executive Board next year for discussion. A group of delegations said that given its crucial role in advocacy on protection issues, UNICEF had a special role in promoting implementation of the study's recommendations. It was suggested that the Secretary-General should appoint a Special Representative to ensure the follow-up and implementation of the study, with adequate resources.

269. Professor Pinheiro replied that many regions were preparing follow-up conferences to the regional consultations. Several countries had expressed interest in hosting national launches, including, for example, Egypt, Norway, Slovenia and Sweden. The recommendations would be circulated to Member States in the first week of August. He thanked the NGO Panel for its significant support and mentioned 32 publications by Save the Children for the Study. The Deputy Executive Director underlined that UNICEF would continue its work on these issues, as outlined in the MTSP for 2006-2009. She would also convene an inter-agency meeting in Geneva on 2 August. She stressed the importance of building a protective environment for children, saying that families in particular needed adequate support and access to social services.

## M. *Reports of Executive Board field visits*

270. Introducing the report on his visit to the Central African Republic (E/ICEF/2006/CRP.8.), the President said that countries such as this one, especially in this subregion, were a testing ground of the international community's ability to effect critically important change in a situation of dire complexity and challenge. One could be perfectly logical in pointing out the missing links in the chain of joint efforts of the Government and the international development community, but this logic of patient waiting for positive developments to take root, although justified, effectively perpetuated the exposure of children and mothers to war, social strife, hunger and disease. But there could be a different kind of logic – the logic of affecting a tangible positive effect in a situation against all coolly calculated odds. There were grounds for such a scenario in the Central African Republic, he said, and he would not be making these passionate appeals if, in the eyes of women and little kids in Central African villages, he had not seen the strength of spirit and commitment to lasting change in their communities, as well as the political will for change of the national Government and local authorities. He would not be so passionate if he had not seen the ability of the UNICEF country team to make a real difference.

271. Following a short video on the President's trip, the representative of the Central African Republic said that the mission had helped the President to see with his own eyes the reality in the

country. Although the Central African Republic was "extricating itself from the netherworld", women and children had suffered greatly. The Government was working to ensure that the country was on the right road, but much must be done and they would be successful only with the help of the international community. They had the political will but not the financial resources. The mission had been positively viewed by the Government, and he encouraged the President and the Board to take follow-up actions as necessary to support the country.

## N. Address by the Chairperson of the UNICEF Global Staff Association

272. The GSA Chairperson began by noting that the Executive Board delegations also represented the Governments that had set the global agenda in the Millennium Declaration and were members of the Fifth Committee of the General Assembly, and he hoped the points raised in his address would provide useful insights for related forums. He went on to summarize several issues raised by staff representatives at the annual meeting of the GSA. First, though staff members welcomed United Nations reform, they were concerned about its potential effects on the number of staff and on the identity of UNICEF. Staff voices should be heard in the reform process, including in the development of the next joint office model. Second, several recent incidents had underscored the need for heightened staff security and for bringing to justice those who perpetrate violence against staff. In addition, it was recommended that national and international staff have equal entitlements relating to security measures, such as reinforcement of homes and offices and opportunities for rest and recuperation. Third, the GSA was very supportive of, and involved in, the organizational review and considered the development of the staffing strategy under the strategic review of human resources to be of utmost importance. Finally, the GSA had decided to establish a global fund to contribute to emergency relief efforts.

## O. Other matters

273. The Director, Office of Emergency Programmes, gave an update on emergency operations, including for the recent earthquake in Java, Indonesia, emphasizing that UNICEF and its partners were assigning a high priority to gender and child protection, to supporting the Humanitarian Coordinator and to improving the outreach of basic social services. Among several lessons learned, including through the implementation of the cluster approach, was the need for government-led emergency efforts and for rapid funding, the enhanced CERF and the UNICEF EPF. He indicated that an update on the EPF would be provided at the 2006 second regular session.

274. Delegations requested additional information on the Java earthquake response, including the most urgent needs to be met and the funds involved in the appeal; on transition work in tsunami-affected countries, particularly in Indonesia and Sri Lanka; and on the CERF. The Director replied that for the Java earthquake crisis, UNICEF had been pledged $12 million of the $103 million sought through the June 2006 United Nations appeal, with $2.8 million received, and the greatest area of need was the provision of social services. Regarding the tsunami response, significant private sector funds had supported transition work, especially the rehabilitation of education, health, and water and sanitation services. The CERF, despite a few administrative difficulties, was working well for UNICEF.

## P. Closing statements by the Executive Director and the President

275. The President thanked the facilitators who helped to ensure a productive outcome. He paid tribute to Ndolamb Ngokwey, Secretary of the Executive Board, who would soon assume his new post as United Nations Resident Coordinator and UNDP Resident Representative in Mozambique. Citing Mr. Ngokwey's "outstanding" work, the President expressed gratitude for the Secretary's "profound commitment to the cause of improving the well-being of children the world over", and presented Mr. Ngokwey with a symbolic gift on behalf of the Board.

276. The Executive Director praised the good work of the delegates, the President and the facilitators as well as the high level of participation of programme countries. She also acknowledged Mr. Ngokwey's "outstanding job" at UNICEF, citing his contribution to fostering dialogue and teamwork. She also thanked the outgoing Regional Director for the Middle East and North Africa, Thomas McDermott, for his many years of service. UNICEF staff, she said, was the "lifeblood of the organization". She also highlighted two partnerships, with FIFA in support of the *Unite for Children, Unite for Peace* campaign and with the United States National Basketball Association in support of the *Unite for Children, Unite against AIDS* campaign. Among other issues, she emphasized the commitment of UNICEF to achieving sustainable results for children, especially those related to the Millennium Development Goals; implementing the recommendations of the forthcoming United Nations Study on Violence against Children; promoting gender parity and equity; focusing on marginalized and excluded children; operationalizing the recommendations of the ongoing organizational review; and improving data collection.

277. Mr. Ngokwey thanked all present for their "support, guidance and trust" during his four-year tenure.

# Part three
# Second regular session of 2006

## Held at United Nations Headquarters from 6-8 September 2006

# I. Organization of the session

## A. Opening of the session

278. The President said that the session's agenda was focused on challenges facing UNICEF, including the strengthening of its emergency response capacity and improving its crisis preparedness capacity. As part of its review of country programmes, a regionally-focused presentation on Latin America and the Caribbean would provide an opportunity to highlight best practices and the regional challenges facing UNICEF.

279. The Executive Director said that while the organizational review was accelerating, UNICEF was continuing to improve its management and business practices. UNICEF had also worked diligently to meet the needs of children affected during the recent violence in the Middle East. One of the critical items on the Board's agenda was the proposal to improve the UNICEF emergency response capacity by increasing the ceiling of the EPF to $75 million. The EPF allowed UNICEF to provide support to children in need within the first 24 to 48 hours of a crisis.

## B. Adoption of the agenda

280. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2006/18 and Corr.1) for the session.

281. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 30 observer delegations, Palestine, 4 United Nations bodies, 2 intergovernmental organizations, 3 specialized agencies, the Standing Group of National Committees for UNICEF, 3 NGOs and one other entity.

## C. Tribute to Mr. William Sergeant, Rotary International

282. The Executive Director paid tribute to Mr. William Sergeant, former Chairman of the International Polio-Plus Committee of Rotary International, on the occasion of his retirement after more than a quarter century of service to Rotary, and in turn to the world's children.

# II. Deliberations of the Executive Board

## A. Education update

283. The Director, Programme Division, reported on the preparation of the UNICEF education strategy, including eight months of consultation with a wide range of partners. UNICEF had been working with UNESCO and other EFA partners to shape a Global Action Plan, which would unite efforts to provide more effective and efficient support for the Millennium Development Goals and EFA goals. Given that the Global Action Plan was close to being finalized, a decision had been made to delay final work on the strategy paper in the interest of better alignment between the two

documents. He also reported on progress, trends and remaining challenges for achieving the Millennium Development Goals and EFA goals.

284. A delegation, speaking on behalf of African members of the Board, emphasized the central importance of education, especially girls' education, for development in Africa, expressed appreciation for the key role UNICEF had played in these efforts, and urged that such efforts continue and intensify. Other delegations expressed support for the decision to delay finalizing the strategy, noting the importance of the strong alignment of partners around the Global Action Plan. In response to a question on timing, the Director indicated that the strategy paper would most likely be presented at the annual session of 2007.

## B. Proposals for UNICEF programme cooperation

### Draft country programme documents

285. After a brief overview of the 28 CPDs being presented at the session by the Director, Programme Division, a delegation spoke on behalf of 19 members of the Western European and Others Group of States. The speaker stressed the importance of national ownership of programmes, the key role of the United Nations country team and the need for effective participation of all stakeholders, including civil society and the international donor community, in programme planning and implementation. The statement also stressed the importance of consulting partners early in the preparation process to allow them time to provide meaningful inputs. The President then reviewed the process for approval of the CPDs (see paragraph 223 above).

### Eastern and Southern Africa

286. The Regional Director introduced the draft country programmes for Eritrea, South Africa, United Republic of Tanzania, Zambia and Zimbabwe (E/ICEF/2006/P/L.35 to E/ICEF/2006/P/L.38 and E/ICEF/2006/P/L.6/Rev.1).

287. The representative of **Eritrea** commended UNICEF for its good work in the country. He highlighted the negative impact of the drought, especially on children, but said that the current rainy season had been good and would improve domestic food production. Another speaker stressed that conflict, drought and other factors had resulted in the displacement of hundreds of thousands of Eritreans and a high mortality rate. He commended the UNICEF team in Eritrea for being transparent in providing project monitoring reports, assisting with monitoring visits and facilitating meetings with the Government.

288. The representative of **Zimbabwe** said that the Government had always appreciated the work of UNICEF in the country. The new country programme was in line with the priorities in the Zimbabwe UNDAF.

289. A speaker expressed support for the **South Africa** country programme, particularly its support for orphans and other children made vulnerable by HIV/AIDS and efforts to promote greater uptake

of paediatric AIDS treatment services for HIV-positive children. He requested that the CPD be amended to provide a fuller description of partnerships with the private sector, NGOs, universities and the United States President's Emergency Plan for AIDS Relief, and to give more emphasis to results and impact within the framework of the Millennium Development Goals. Another speaker welcomed the constructive action and consultation by UNICEF in South Africa with all sectors and other actors.

290. The representative of the **United Republic of Tanzania** said that the CPD was aligned with national priorities. He encouraged UNICEF to provide scaled-up support through the exchequer to enhance accountability and transparency, and expressed concern that not all aspects of the programme were currently funded. Other delegations expressed support for the coordination between UNICEF and other United Nations agencies, for example the joint campaign with WHO for health of women and children under five years of age; commended the link between the CPD and the national poverty reduction strategy; and commended UNICEF on its active participation in sector and thematic working groups and the constructive use of its unique expertise in national consultation processes.

291. Another speaker said that UNICEF had not joined such harmonization mechanisms as basket funding and block grants, and still took a project approach in the health sector which could weaken efforts to harmonize and generate additional transaction costs. UNICEF was urged by another delegation to focus more strongly on contributing to national policy dialogue in areas where it had a comparative advantage, specifically child health, nutrition and rights. UNICEF was asked how it would harmonize its funding with other development partners in the social sectors, to elaborate how gender would be mainstreamed at national, regional, district and community levels and to identify how it would link with key ministries and other development partners to operationalize the road map for maternal, newborn and child health capacity development.

292. The representative of **Zambia** stressed the effects of the HIV/AIDS pandemic and suggested the country's approach as an example to combat the disease and reduce its socio-economic impact. Other speakers referred to the scope of the country programme, institutional reform, capacity-building and policy support, and urged that the final version of the document reflect more directly a set of actions to achieve specific results, including provision of drugs, medical supplies, micronutrients, books and advocacy tools. UNICEF was commended for its constructive engagement and positioning as a cooperating partner within different sectors and for its efforts to align the HIV/AIDS and education components with national development plans and the work of other partners.

### West and Central Africa

293. The Board had before it the draft CPDs for Central African Republic, the Gambia and Senegal and a short-duration programme for Liberia, which were introduced by the Regional Director (E/ICEF/2006/P/L.39 - E/ICEF/2006/P/L.42).

294. The representative of **Senegal** said that her Government's strategy was to provide quality education and good health care and to strengthen its legal system to improve child protection. The Government allocated more than half of its budget to social services and had adopted laws against trafficking of persons, on child labour and on free and mandatory education for children aged 6-16

years. Another speaker praised UNICEF for its good work in Senegal, its alignment with government policies and its coordination with other donors. A delegation said that the country programme was increasing its focus on outputs and outcomes and shifting from small projects to whole sectors. The search for the right balance between policy, advocacy, capacity-building and service delivery was commendable. The same speaker highlighted the importance of food security and nutrition, and encouraged UNICEF to be more engaged with other United Nations agencies on this issue. School feeding programmes should not take the priority away from younger children. Provision of vitamin A capsules should be limited to emergency situations and there was a need to refocus the strategy on more sustainable activities. The Regional Director replied that UNICEF had very good collaboration with WFP in the region, especially in the Sahelian countries.

**East Asia and the Pacific**

295. The Regional Director introduced the raft CPDs for the Democratic People's Republic of Korea, Lao People's Democratic Republic and Mongolia (E/ICEF/2006/P/L.56 - E/ICEF/2006/P/L.58).

296. During discussion on the draft CPD for the **Democratic People's Republic of Korea**, two delegations raised concerns about how the country's resources were allocated, with one speaker recommending that UNICEF strengthen oversight to ensure that assistance reached the intended recipients. The other requested that attention be paid to a longstanding issue of concern between his country and the Democratic People's Republic of Korea. The representative of the Democratic People's Republic of Korea requested that political issues not be raised in this forum. This view was echoed by several delegations, including one speaking on behalf of the Asian Group, who stressed that non-programme matters in any form should not be raised in discussions. The Regional Director said that UNICEF had been able to respond to the recent floods within the context of the existing programme, and 86 per cent of the funds of the proposed programme were for young child survival and development. Access to vulnerable populations was important, and monitoring of programme activities would be continued. UNICEF was committed to working in partnership with all actors in the country to ensure the survival and healthy development of women and children.

297. A delegation, speaking on behalf of the Asian Group, commended UNICEF for developing the draft CPD for **Lao People's Democratic Republic** in consultation with the Government, saying that the programme should contribute to the national plans and strategies on health, education and HIV/AIDS. Two speakers praised UNICEF for its work with ethnic minorities, and another speaker urged UNICEF to continue to work on child protection and minority education, and to continue to support the Government in submitting its periodic report to the Committee on the Rights of the Child as soon as possible. The representative of the Lao People's Democratic Republic expressed appreciation for the inclusion in the programme of major interventions on health policy, sustainable immunization and enhancement of capacities for emergency preparedness and response. He requested that the document be updated with data from the latest census. He said that his Government was working on the report to the Committee on the Rights of the Child, to be submitted next year. The issue of Hmong children was raised by one speaker but the countries involved agreed to discuss the issue bilaterally. The Regional Director explained that the draft CPD had been finalized before the

census results became available, and the statistics would be updated as soon as possible. UNICEF would also prioritize the addressing of education disparities based on gender and ethnicity, and one third of the country programme's resources were for education.

298. The representative of **Mongolia** expressed appreciation to UNICEF for helping to develop a family empowerment strategy considered key to the Government's regional strategy. His Government was trying to address issues of water and sanitation, maternal mortality and poverty reduction, for which extra efforts were still needed for achieving the Millennium Development Goals. The priority areas defined in the draft CPD were appropriate, and UNICEF support was appreciated for institutionalizing participation of children and young people and for creating a protective environment for children and a child-friendly juvenile system.

### The Americas and the Caribbean

299. The session focused broadly on regional issues affecting children rather than on individual draft CPDs. The thematic exposition, which afforded a strategic and comprehensive look at the region, was the first of its kind for the UNICEF Executive Board. The event included a short video presentation, and three panels: on achieving the Millennium Development Goals; on responses to regional issues by UNICEF and its partners; and on UNICEF added value in the region. In her introduction, the Executive Director stressed that disparities and exclusion were the major challenges of the region in reaching the Millennium Development Goals.

300. The panelists included Ms. Rebeca Grynspan, Assistant Administrator and Regional Director for Latin America and the Caribbean, UNDP; Mr. Guillermo Sundi, Representative of the Candoshi Indigenous Group and the Ministry of Health, Peru; Ms. Epsy Campbell Barr, Costa Rica, Member of the Black Parliament of the Americas and Member of the UNICEF Consultative Group of Afrodescendent Leaders; Dr. Mariângela Batista Galvão Simão, Director of the National AIDS Programme, Brazil; Hon. Yolande Bain-Horsford, Minister of Social Development, Grenada; and Hon. Gonzalo Arenas Valverde, Vice-Minister of Planning, Chile. Introductory remarks were made by Ambassador Javier Loayza Barea (Bolivia), Vice-President of the Executive Board for the Latin American and Caribbean Group of States, and Nils Kastberg, UNICEF Regional Director.

301. Many delegations expressed appreciation for the presentations. Several speakers stressed that 90 per cent of the region's poor live in middle-income countries and that the indicators presented in national averages masked inequalities and disparities at the local level. The situation disproportionately affected children and adolescents, as lower-income families usually had more children. Almost all speakers stressed the importance of the principle of universality in achieving the Millennium Development Goals, which could be accomplished only at the local level. Several delegations urged that national data be further disaggregated to highlight the municipal level, a step that would allow more effective monitoring and evaluation. Without this, one speaker said, the label of 'middle income' for countries would obscure their pressing development challenges.

302. The Regional Director replied that the presentations had made a strong case for applying the Millennium Development Goals to the local level, and it was important to reach the 90 per cent of the region's people living in poverty in middle-income countries.

303. Delegations from the region generally expressed solidarity on several key issues facing Latin America and the Caribbean, namely, child trafficking, migration, sexual exploitation, the threat of HIV/AIDS and the problem of violence, especially relating to adolescents and gangs. Several delegations referred to positive initiatives as well, such as South-South cooperation, as presented by the Director of the National AIDS Programme in Brazil, and strategic alliances such as that formulated between UNICEF, the Inter-American Development Bank and the Organization of American States. A few speakers welcomed the horizontal relationship that characterized South-South cooperation, which held participating countries responsible rather than the donors or international organizations, and recommended that this initiative serve as a model for other countries in the region. The delegation of Brazil requested that the country's next CPD formally include this initiative, saying that this type of triangular cooperation reinforced the multilateral work and achievements of UNICEF.

304. Several delegations brought up the ongoing discussions around United Nations reform, with one requesting more simplified procedures, including reducing the time frame of the country programme approval process. The delegation of Belize, commenting on that country programme, applauded the effort of their United Nations country team to remove duplication and engage in joint work to better use limited resources. Almost all speakers singled out the importance of maintaining or strengthening the UNICEF presence in the region to meet the development challenges and maintain progress achieved. One delegation said that UNICEF should support Governments in strengthening the response capacities of national institutions that develop, execute and evaluate policies concerning children. There should also be more coordination between UNICEF and other United Nations agencies on issues affecting children, in conjunction with Governments, and UNICEF should support research and data collection projects that are essential to better public decision-making.

305. UNICEF was recognized as being both a moral and technical partner and having credibility throughout the region. One delegation stressed that partnerships with UNICEF and other United Nations agencies were vital in meeting the countries' development challenges. Though these challenges may appear less severe than those of other regions, the women and children of the region were equally entitled to realizing their human rights, which are central to the United Nations mandate. Moreover, the formula for funding to United Nations agencies should take into account levels of local poverty and violence, HIV rates, nutrition factors, governance concerns and quality of education.

306. The President then invited comments on the 13 draft CPDs before the Board: those for Belize, Brazil, Costa Rica, Cuba, Dominican Republic, El Salvador, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama and Paraguay (E/ICEF/2006/P/L.43 - E/ICEF/2006/P/L.55). One delegation suggested that Paraguay's country programme was too broad to reach specific goals. The Regional Director clarified that the programme emphasized a public policy approach, rather than specific activities, but nevertheless it was important to have clear and measurable expected results.

307. Many speakers commended the secretariat for the novel approach taken in the regional presentation, but several requested more time for interaction with the panellists, perhaps in a round-up session at the end.

### Central and Eastern Europe and the Commonwealth of Independent States

308. The Regional Director introduced the draft CPD for the Republic of Montenegro (E/ICEF/2006/P/L.60), and a recommendation for other resources without a recommendation for regular resources for Croatia (E/ICEF/2006/P/L.59).

309. The representative of **Croatia** said that the country programme was in line with the recently adopted National Action Plan for the Rights and Interests of Children. The "transitional model" implemented by UNICEF in Croatia since 2003 had proven successful in raising funds and in the transition to status as a potential donor.

310. The representative of the **Republic of Montenegro** highlighted the technical assistance provided by UNICEF for promoting child rights, implementing social reforms, the adoption in April 2004 of the National Action Plan for Children and developing new legislation on education, health and social protection. The law on the Ombudsman was being amended in order to establish a provision for a Deputy Ombudsman for children.

311. Other speakers highlighted the relevance of the strong focus of both programmes on HIV/AIDS, partnership, social policy and advocacy for children's rights, young child development and the excluded and most vulnerable groups.

### Middle East and North Africa

312. The recommendation for funding from other resources for the Gulf Area subregional programme (E/ICEF/2006/P/L.61 and Corr.1) was introduced by the Regional Director, who also reported on the situation of children in Lebanon, especially in the areas in the south of the country affected by the recent conflict. In coordination with other relief agencies, UNICEF had focused on the provision of water and hygiene kits to displaced families. UNICEF had supported the Government to carry out mass polio and measles immunization campaigns, and with local and international NGOs, UNICEF had put in place activities to address children's psychosocial distress. The greatest risk to the lives of children today in South Lebanon was from unexploded ordnance. UNICEF was supporting the Government to educate the public on this danger.

313. The representative of **Lebanon** expressed appreciation to UNICEF, which had been one of the first organizations on the ground in Southern Lebanon. He said that the damage included startling figures on civilian causalities and the destruction of the infrastructure including roads, bridges, homes, schools, hospitals and power plants. Over 50 schools had been destroyed and 300 seriously damaged. Over 150,000 people were still displaced, many of them children. It was estimated that over 40 per cent of cluster bombs were still unexploded, presenting a high risk to innocent civilians, especially children.

314. On the Gulf Area subregional programme, a number of speakers said that UNICEF had worked to advance the situation of children in the areas of health, education and protection and that the UNICEF partnership in the Gulf region had yielded positive results for children.

315. Expressing his Government's support for the proposed programme, the representative of **Saudi Arabia** requested a clarification in paragraph 3 of the report, which referred to children being "brought" into the country for street-selling and begging. The Regional Director expressed regret for the statement and said that the report should have referred to children "who had accompanied visitors during Umra and Hadj and subsequently remained in the country illegally". Another speaker praised UNICEF activities on child advocacy and child protection in the Gulf countries and expressed concern over the growing problems of child obesity and diabetes, which needed to be addressed in educational programmes promoting healthy lifestyles. She also emphasized the importance of developing child protection programmes for foreign and marginalized children.

316. The country programmes were approved in decision 2006/13.

### Recommendation for additional other resources for approved country programmes

317. The recommendation (E/ICEF/2006/P/L.63) was approved in decision 2006/14.

## C. Regional summaries of mid-term reviews and major evaluations of country programmes

318. The Executive Board had before it summaries of mid-term reviews (MTRs) and major evaluations of country programmes for Eastern and Southern Africa (E/ICEF/2006/P/L.28); West and Central Africa (E/ICEF/2006/P/L.29); the Americas and Caribbean (E/ICEF/2006/P/L.30); East Asia and the Pacific (E/ICEF/2006/P/L.31); South Asia (E/ICEF/2006/P/L.32); Central and Eastern Europe and the Commonwealth of Independent States (E/ICEF/2006/P/L.33); and the Middle East and North Africa (E/ICEF/2006/P/L.34), which were introduced by the respective Regional Directors.

319. In an overview of the evaluations covered in the reports, the Director of the Evaluation Office said that measures under way to improve the quality of evaluations, their coverage of gender, support to results-based management, attention to cost and efforts to strengthen national ownership and leadership in evaluation, were bearing fruit. The reports underscored the importance of country programme evaluations and real-time evaluations, which looked at the relevance and performance of UNICEF programmes and emergency responses. New initiatives in the context of country-led evaluations demonstrate greater national leadership in evaluation. The reports also showed the link between UNICEF programming and the Millennium Development Goals and MTSP.

320. A speaker expressed appreciation for the reports' transparency in identifying strengths and challenges that UNICEF faced in carrying out its country programmes. Along with monitoring, the objective of evaluation was to assess the impact of UNICEF country programmes in the context of overall national development and not be limited to the scope of projects. There should be more emphasis on capacity-building of national counterparts and UNICEF staff involved in evaluation work.

321. A delegation suggested that the reports should state how the lessons learned from reviews and evaluations were disseminated, and how the evaluation findings would be followed up, by whom and with what means. For example, there was no clear mention of the recipient of the study on violence against women in Angola. A major weakness of the reports was their lack of sufficient analysis of the political context. In order for the Board to take informed decisions, it was crucial to include information on local capacity and resources and their affect on interventions, their ownership and sustainability and also their interactions with the political context.

322. A speaker said that because reports on the Millennium Development Goals did not always clearly reveal the results that could be attributed directly to UNICEF, a description of the UNICEF-specific contribution should be included. Another speaker asked about the selection criteria used to decide which evaluations were included in the report and suggested that in future, a list of the evaluations and their purposes be annexed to the reports.

323. On the report for Eastern and Southern Africa, a speaker expressed satisfaction at the comprehensive evaluation of the UNGEI. He expressed concern about education in the region in the context of SWAps, especially regarding paragraph 89 of the report, where there was no mention of ECD as a niche area in which UNICEF could play a coordinating role in SWAps.

324. On the report for East Asia and the Pacific, the delegation of China highlighted her country's cooperation with UNICEF in the area of rural water and environmental sanitation and elaborated activities undertaken by the Government to support provinces, particularly in the west, to alleviate the problem of drinking water shortage and sustain safe drinking water supplies. The delegation of Papua New Guinea highlighted challenges regarding the protection of child rights, provision of clean water and sanitation, keeping children in school, and HIV/AIDS. The country would have great difficulties in meeting the Millennium Development Goals, according to the report, and was thus anticipating assistance from UNICEF and other development partners to address these issues.

325. On the South Asia report, the representative of India, speaking about the MTR of that country programme, expressed satisfaction at the professional manner in which the review had been carried out, especially the wide-ranging consultation process with all partners. The review had provided useful input into the preparation of the Government's Eleventh Five-Year Development Plan and the finalization of an integrated child protection scheme that would be part of that Plan. The representative of Pakistan said that the report on the real-time evaluation of the cluster approach to the recent earthquake mentioned that clusters with designated common counterparts, technical emphasis and which drew from institutionalized best practices, had performed better than the other clusters. She encouraged UNICEF to carry out its programme of cooperation in close coordination with the Government and in alignment with national plans and strategies.

326. On the report for the Americas and the Caribbean, the representative of Colombia noted a misleading use of words in paragraph 39 of the report, which referred to "poor governance" in the summary of the MTR of the Colombia country programme. The Regional Director expressed his regrets for the error and clarified that the original document had referred to poor governance in some municipalities as a limiting factor for progress. However, the latter part of the phrase was

unfortunately inaccurately summarized, giving a different connotation. UNICEF had confirmed that this correction represented the original intention of the participants of the MTR. Speaking of the summary of the MTR for Bolivia, another delegation said that a more in-depth explanation of the role of UNICEF in promoting legislation would have been useful, and recommended that UNICEF take a proactive role in harmonization and alignment regarding education in that country. It would also be useful if future MTRs included an analysis of UNICEF efforts and results in harmonization and alignment.

327. On the report for Central and Eastern Europe and the Commonwealth of Independent States, a speaker said that children in this region and in Latin America and the Caribbean faced similar problems. Relevant findings should be fed into the monitoring of the Millennium Development Goals, the formulation of new national strategies and programmes for children, and the development of new programmes with defined priorities mutually agreed by UNCTs and national Governments. Other speakers said that the evaluations had been used to support the development of national policies and programmes and to identify good examples and best practices.

## D. Financial matters

### Medium-term strategic plan: planned financial estimates for the period 2006-2009

328. The report (E/ICEF/2006/AB/L.6) was introduced by the Comptroller. Delegations welcomed the rationalized format of the planned financial estimates, acknowledged the document's comprehensive and informative nature, and expressed support for the flexible framework of income and expenditure projections. Speakers also acknowledged the anticipated growth in UNICEF income and expenditure and particularly in programme assistance. One delegation stressed the importance of regular resources to the achievement of the objectives of the MTSP and encouraged UNICEF and its donors to strive to meet the regular resource targets. Other delegations requested information about the anticipated support budget expenditure for the biennium ending 31 December 2007 and the total resources cash balance of $1.9 billion at 31 December 2005.

329. The Comptroller described regular resources as the cornerstone of the UNICEF funding framework and clarified the inclusion of centrally shared security costs of $26.2 million in the net support budget expenditure of $583 million for the biennium ending 31 December 2007 included in the planned financial estimates (see also E/ICEF/2006/AB/L.11). He explained that of the total resources cash balance of $1.9 billion, $1.4 billion related to activities funded by other resources which were earmarked for specific programmes and/or projects in accordance with donor agreements, and a further $0.1 billion to the funded reserves, including for after-service health insurance. The remaining balance of $0.4 billion was associated with regular resources and represented some 40 per cent of the regular resources requirements for 2007. The planned financial estimates demonstrated how that balance would be managed in the period 2006 to 2009.

330. The Executive Board approved the planned financial estimates in decision 2006/15.

### Proposal for strengthening the UNICEF emergency response capacity

331. The report (E/ICEF/2006/P/L.62) was introduced by the Director of the Office of Emergency Programmes.

332. Overall, delegations expressed support for the proposal to increase the EPF ceiling to $75 million from the current $25 million. Some speakers said that they expected that the increase would result in more timely and effective emergency assistance by UNICEF. Several delegations stressed the importance of coordination at the field level, and urged UNICEF to participate fully in such coordinated processes as the cluster approach and Consolidated Appeal Process. Some speakers asked how the EPF could contribute to UNICEF meeting its cluster responsibilities, and requested information about experiences from the cluster approach. The Director responded by stressing the importance of field-level coordination, saying that there had been much improvement in the past two years, for example in the recent assistance provided in Lebanon and the Occupied Palestinian Territory.

333. Responding to a question, he explained that the EPF was budgeted from regular resources and allocated following a set of criteria previously approved by the Executive Board, which included the level of urgency for funds and scale of emergency. While the CERF had been used mainly to support larger-scale emergencies, EPF had covered both large- and small-scale emergencies that required urgent funding. For example, EPF was used to support community-based communication initiatives for the prevention of an avian influenza pandemic in Central and Eastern Europe and the Commonwealth of Independent States. The EPF funds for Lebanon had been released within the first few days of the start of the crisis, and had supported urgent humanitarian interventions and the work of the Humanitarian Coordinator's Office.

334. Providing clarification on certain UNICEF activities that were beyond the "life-saving" scope of CERF, he provided examples of activities that currently were not eligible under the CERF rapid response scheme, including needs assessment and activities in education and child protection, such as "back-to-school" initiatives. The CERF was intended to fund various humanitarian assistance requirements of the entire United Nations family.

335. Responding to a question on the cluster approach, the Director said that the IASC guidance note on the cluster approach, to which UNICEF had provided inputs, had greatly enhanced the understanding of the approach in the field. The cluster approach had been implemented in a number of countries, including Côte d'Ivoire, Indonesia, Liberia, Pakistan and Uganda, and was starting to work better. The focus of the cluster approach should be on improving emergency response, rather than solely on improved coordination. The success indicator must be improved delivery of humanitarian assistance on the ground. On the increased need for UNICEF support in applying cluster leadership, he cited the example of Lebanon, where EPF had been used to meet the organization's cluster responsibilities in data communication and water and sanitation.

336. The Executive Board approved the proposal in decision 2006/16.

### Supplementary support budget to strengthen the UNICEF crisis preparedness and business continuity capacity, including for influenza pandemic

337. The proposal (E/ICEF/2006/AB/L.9 and Corr.1) was introduced by the Deputy Executive Director, Toshiyuki Niwa. The report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2006/AB/L.10) was available to delegations.

338. Some delegations stressed the importance of the comments of the Advisory Committee with regard to a coordinated and comprehensive approach to crisis preparedness and requested that UNICEF follow its recommendations. Other delegations expressed support for the UNICEF proposal to develop business continuity plans in principle but asked why this capacity did not already exist. D[illegible]gations also called for further clarity on the coordination between UNICEF and other United Na[illegible]ns agencies on crisis preparedness and business continuity planning and welcomed the suggested [illegible]cation of the UNICEF alternate data centre with that of another United Nations agency. One [illegible]r commended UNICEF for its programme response to the grave threat of human and avian u[illegible] and stressed the importance of close collaboration with WHO on effective prevention through communication.

339. The Deputy Executive Director replied that UNICEF was the first United Nations agency to submit a pandemic preparedness plan as per the Secretary-General's directive. The plan called for significant data support requirements to minimize the number of staff who would be working on-site and thus exposed to the risk of influenza. There were vulnerabilities in the UNICEF information technology (IT) redundancy capacity and crisis preparedness planning, which required dedicated capacity. The New York Pandemic Influenza Preparedness Coordinator and Assistant Secretary-General highlighted the importance of the role of UNICEF in the United Nations preparedness process for New York and the proactive role of UNICEF in coordinating with all elements of the United Nations system. She said that the weaknesses in the UNICEF crisis preparedness capacity with regard to IT redundancy and dedicated in-house capacity needed to be addressed without delay, before a pandemic or other crisis affected the ability of UNICEF to maintain business continuity.

340. See decision 2006/17 for the decision adopted by the Executive Board.

## E. Private Sector Division: financial report and statements for the year ended 31 December 2005

341. Following an introduction by the Executive Director, who advised the Board that the post of Director, PSD, would be managed on an ad interim basis by the Regional Director for Europe, pending the outcome of the ongoing organizational review, the Director a.i. PSD presented the report (E/ICEF/2006/AB/L.7).

342. The representative of the Standing Group of National Committees commended UNICEF and the National Committees for the record results achieved in 2005 and recognized the positive working relationship between the Committees and the divisional leadership. The Standing Group was looking forward to the permanent appointment of a Director.

343. The Executive Board took note of the report.

## F. Report on internal audit activities in 2005

344. The Executive Board had before it the report on internal audit activities in 2005 (E/ICEF/2006/AB/L.8), which was introduced by the Director, Office of Internal Audit (OIA). Mr. Toshiyuki Niwa, Deputy Executive Director, gave a statement in response to the report.

345. Several delegations expressed appreciation for the report, saying that it was frank, insightful and comprehensive. General satisfaction was expressed with the quality of the work of OIA and its benefit to UNICEF management. One speaker noted the increased coverage of the internal audit work. Two delegations suggested that the report should aggregate, and explain the consequences of, the audit findings on overall organizational performance. Another delegation questioned whether reports of internal audits of field offices could be shared with the host countries.

346. One delegation stressed the fact that the Volcker report (*Manipulation of the Oil-for-Food Programme by the Iraqi Regime*, by the Independent Inquiry Committee chaired by Paul. A. Volcker, 2005) had sent a strong message on the need for United Nations agencies to exercise vigilance over internal controls. While respecting the 'single audit' principle, the agencies' offices of internal audit should be more flexible regarding multi-donor funding arrangements, and audit arrangements for multi-donor trust funds should be clarified beforehand.

347. Many delegations welcomed the work of the inter-agency audit group, chaired by UNICEF and encouraged UNICEF to advance the discussion on internal auditing. Speakers welcomed UNICEF efforts to adopt a comprehensive risk-management approach. The Director noted that the approach, which would be applied beyond internal audit, would be introduced alongside the implementation of the organizational review.

348. Delegations took note of the new consolidated policy on the prevention, reporting and investigation of fraud, which the Director said was undergoing final review before being issued. One speaker asked about a communication strategy to promote wide awareness and implementation of the policy.

349. Several delegations expressed concern about the continuing weaknesses identified in the preparation of annual work plans, in spite of recently improved guidance. All speakers commented on the low performance of field offices in terms of the financial control framework and on the lack of attention the framework received from country office managers. One speaker asked what could be done to strengthen the accountability framework in UNICEF and why the recommendations of the 2004 audit on procurement had remained open. Many delegations recommended that UNICEF attach greater importance to remedying the weaknesses highlighted in the report, and asked about management follow-up.

350. The Deputy Executive Director confirmed that UNICEF management valued the role of internal audit, together with the role of the Board of Auditors and the Joint Inspection Unit. He said

that the standards applied by OIA were very high. Management was overseeing improvement regarding the persistent weaknesses identified, and senior management was exercising vigilance to ensure timely follow-up to audit recommendations. The organizational review, in particular, would be key for clarifying the accountabilities of country offices, regional offices and headquarters divisions. Similarly, the ongoing review of business processes was expected to streamline business processes identified as problematic. The introduction of results-based budgeting was also under way. UNICEF was strengthening skills development and training of staff as well as a culture of accountability. Guidance and training materials were regularly updated, and IT systems continuously improved. Moreover, at their recent meeting, regional operations officers had discussed how to strengthen support to country offices, and beginning last year, Regional Directors had been systematically involved in all debriefings of country office audits.

351. See decision 2006/18 for the decision adopted by the Executive Board.

## G. Report on options to improve the harmonized country programme approval process

352. The Deputy Director, Division of Policy and Planning, introduced the report (DP-FPA/2006/CRP.1 - E/ICEF/2006/CRP.17), which had been elaborated jointly with UNDP and UNFPA in response to the request made by the Board at the 2006 annual session. The Board subsequently adopted decision 2006/19.

## H. Ending Child Hunger and Undernutrition Initiative: oral report

353. In this third oral report on the Initiative in 2006, the Director, Programme Division, reported on actions taken by UNICEF, WFP and other partners since June. His report summarized: the objectives in supporting Millennium Development Goal 1, target 2; lessons learned and success factors in Brazil, India, Thailand and the United Republic of Tanzania; the involvement of UNICEF and 32 countries; and next steps. These steps include the drafting of a Global Plan of Action (GPA), including through a meeting of the Initiative's Advisory Committee in September 2006. The GPA would be shared by WFP and UNICEF with their Executive Boards at their next sessions. The other steps were refinement of the communication strategy for advocacy; consultation with partners, especially NGOs on the GPA; and discussion with Governments on alignment with national plans and priorities.

354. Several delegations asked the secretariat to distribute the draft of the GPA by mid-October and schedule a briefing on it. A number of delegations asked for more information on the division of labour among participating organizations, including the World Bank, especially regarding its funding; on accountabilities; on the relationship to other initiatives dealing with nutrition, especially the Partnership on Maternal, Child and Infant Health and the United Nations Standing Committee on Nutrition; and on the specific role of UNICEF. Other speakers asked about the additional cost to UNICEF and how funds would be made available at the national level or integrated into the UNDAF, with one delegation noting that it would resist a global fund if it were proposed. Additional recommendations were made to emphasize a rights-based approach, neonatal, child and maternal

health, the relationship to HIV/AIDS, evidenced-based policies, the inclusion of civil society, and equitable access to services.

355. The Director replied that many of the issues raised, especially regarding the division of labour and accountabilities, would be discussed at the Advisory Committee meeting; and funding would be discussed with the World Bank. The GPA draft would be made available to delegations by mid-October, and a briefing scheduled before the WFP Executive Board meeting in November. He summarized linkages to several initiatives, including the World Bank's recently launched strategy to reposition nutrition in development. UNICEF was promoting a rights-based framework, especially regarding equitable access to services and referrals.

## I. Decisions taken by the Economic and Social Council at its substantive session of 2006 that are of relevance to UNICEF: oral report

356. In his report, the Director of the Office of United Nations Affairs and External Relations highlighted UNICEF activities leading up to and during the substantive session of the Economic and Social Council. He also reported on a number of resolutions adopted by the Council that require follow-up by UNICEF, particularly resolution E/2006/L.28 on progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system. He added that a formal report would be presented to the Board at its first regular session of 2007.

## J. Follow-up to the UNAIDS Programme Coordinating Board: oral report

357. The Chief of the HIV/AIDS Section reported on the follow-up to the recommendations made by the 17th and 18th sessions of the UNAIDS Programme Coordinating Board. A report prepared by UNDP, UNFPA and UNICEF (DP-FPA/2006/1 – E/ICEF/2006/20) served as a background note. He also provided an update on the *Unite for Children, Unite against AIDS* campaign.

358. Delegations welcomed the joint background paper and expressed appreciation for the strengthened coordination and collaboration of the UNAIDS secretariat and cosponsors and the efforts to develop a joint action plan to implement the 2006 Political Declaration. Speakers underscored the importance of reporting on challenges, concrete examples of joint action and civil society engagement, and more systematic overview of action and results achieved. Several delegations expressed the importance of having a Global Implementation Support Team.

## K. Programme of work for Executive Board sessions in 2007

359. The draft programme of work (E/ICEF/2006/19) was introduced by the Secretary of the Executive Board and subsequently adopted as decision 2006/20.

## L. Reports of Executive Board field visits

360. The report of the field visit of members of the Bureau of the Executive Board to India (E/ICEF/2006/CRP.15) was introduced by Ambassador Iftekhar A. Chowdhury (Bangladesh), who said the purpose of the visit, centred in Lalitpur District of Uttar Pradesh state, was to familiarize participants with the progress, context and challenges of programming for achievement of the Millennium Development Goals. While India was the largest and fastest-growing market democracy in the world and had achieved celebrated successes in a number of development initiatives, it faced challenges in providing quality services and in addressing social exclusion. India's development was particularly country-led and the main contribution of UNICEF had been in offering ideas and expertise. Among other recommendations, it was observed that UNICEF needed to rely on an appropriate mix of upstream and downstream approaches and to gather and disseminate best practices.

361. The representative of India said that despite very positive results, the country remained dissatisfied with the pace of progress for children. The upcoming Eleventh Five-Year Plan would focus more on children, including a comprehensive child protection scheme, and would address exclusion of minorities and other groups.

362. Mr. William O. Brisben (United States) introduced the report of the field visit to Chad by members of the Executive Board (E/ICEF/2006/CRP.14), which was preceded by a short video on the participants' visit to a refugee camp in eastern Chad. He said that UNICEF staff were working under the most challenging conditions without adequate security.

363. Highlights of the visit were given by the Rapporteur, Ms. Unni Rambøll (Norway), who said that the visit provided an opportunity to see UNICEF operations in a humanitarian crisis, which were a "major achievement". During visits to programmes and refugee camps in the capital and Abéché, participants noted the extreme poverty of the country and its difficulties in providing social services. Notable advances had been made by UNICEF and its partners in areas such as health and child survival, but results could be further strengthened through cooperation and joint programming with other United Nations agencies. In addition, the Government needed to intensify its efforts to curb poverty, strengthen social institutions and eradicate polio. Major constraints were the unstable political situation in Chad and neighbouring countries, and a lack of funds and adequate human resources for a response to the crisis.

364. Mr. Brisben made several closing comments, which were his personal opinion, concerning the situation of the 220,000 refugees in Chad who had fled the violence in Darfur, Sudan, and the recent Security Council resolution on the issue. The representative of the Sudan and other delegations said that the UNICEF Executive Board was not the forum for such political discussions. The President urged all present to remain focused on the issue of concern, namely, the fate and plight of children who needed assistance regardless of state borders.

365. A delegation whose representative had participated in the visit to Chad said that field visits were useful in improving the work of the Board. The speaker expressed hope that several of the activities would be taken over by the Government and recommended that a budget be created for this

purpose now that oil had been discovered. It was also important to continue working on social and economic exclusion, HIV/AIDS prevention and inequality and to ensure there was no backsliding in health, education and peace-building.

366. Another delegation whose representative had also taken part in the field visit said that the humanitarian aspect of the visit had been particularly productive and called for future visits of this nature. Humanitarian activity was based on neutrality, respect for law and the right not to be politicized. Humanitarian work must not be politicized. The speaker clarified that this was a personal view and not that of any country.

367. The report on the joint field visit to Indonesia of the Executive Boards of UNDP/UNFPA, UNICEF and WFP (DP-FPA/2006/CRP.2 - E/ICEF/2006/CRP.16) was presented by Mr. Aung Lynn (Myanmar), who focused on the activities of UNICEF. During the visit to the province of Nanggroe Aceh Darussalam, participants had noted that UNICEF and its partners had provided a classic example of rapid response to a disaster, with invaluable lessons learned for emergency preparedness.

368. A delegation whose representative had participated in the trip cited progress achieved in coherence and cooperation among the funds and programmes but suggested the following additional measures: harmonization of the different administrative and financial systems and greater devolution to the field. System coherence was vital. Two other delegations that had participated in the field visit said the experience was very useful for seeing how the United Nations funds and programmes worked in the field in a post-disaster situation and how they could better cooperate to achieve UNDAF objectives.

369. The Executive Board took note of the reports.

## M. Other matters

### Update on the Conference on Children in Armed Conflict

370. Deputy Executive Director Rima Salah reported on recent and upcoming efforts to protect children from "inadmissible" involvement in armed conflict and to facilitate the re-integration of children used by armed groups into society, with a special emphasis on girls. These efforts revolved around the revision of the 1977 Cape Town Principles and would include a meeting of 80 experts, to take place in October 2006 in New York, to discuss new principles, and a Ministerial Conference on Children in Armed Conflict, co-organized by UNICEF and the Ministry of Foreign Affairs of France, to take place from 30 November to 1 December 2006 in Paris, to mobilize widespread commitment to the cause.

### Update on United Nations reform

371. Deputy Executive Director Toshiyuki Niwa said that a more complete summary of UNICEF involvement in United Nations reform would be provided in the annual report to the Economic and Social Council and other documents to be presented in 2007. Eagerly awaited was the High-Level

Panel's report on system-wide coherence, to which UNICEF had provided input in the form of a report, "United Nations reform: what it means for children." The organizational review would positively affect UNICEF involvement in United Nations reform. UNICEF was working with partners on implementing the triennial comprehensive policy review of operational activities for development through the UNDG Management Group, which UNICEF chaired this year, and the High-Level Committee on Management, which focused this year on financial management policies. UNICEF and its partners were actively pursuing a common set of financial rules and procedures. Other efforts included common premises and services and joint offices; audit of joint activities; IT and communications; human resources; gender mainstreaming; and the Resident Coordinators' appraisal and accountability framework. The UNDG Programme Group was looking into four issues: integration of United Nations programmes with national plans and priorities; the new aid environment; strengthening the country programme process; and strengthening national capacity to achieve the targets of the Millennium Declaration and Development Goals. Harmonization efforts were also carried out regarding the delineation of regional boundaries and locations; joint offices; ethics and financial disclosure; the joint ombudsperson office with UNDP, UNFPA and UNICEF; and cost recovery.

### Statement in support of the MTSP results

372. A delegation, speaking on behalf of two other delegations, said that the three countries had prepared a joint institutional approach to working with UNICEF. They praised UNICEF for its attention to coordinated and coherent approaches to partnerships and for its efforts to include them in the planning, design, implementation, monitoring and reporting of programmes. They applauded Executive Director for prioritizing the securing of results for children and women, and encouraged UNICEF to invest strongly in strengthening and improving its results-based approaches to programmes. The three countries were committed to working with UNICEF to achieve the MTSP's results, particularly through the cross-cutting strategies.

## N. Closing statements

373. The Executive Director said that actions taken by the Board would positively impact the work of UNICEF, specifically the decision to increase the EPF ceiling and strengthen the capacity of UNICEF in emergencies, and the review and adoption of 28 country programme recommendations which was a "significant endorsement" of UNICEF work. Through the organizational review, UNICEF was committed to implementing the best business, operational and human resources practices and to fostering a culture of continuous improvement. In celebrating its sixtieth anniversary, UNICEF acknowledged the importance of partnerships to achieving the Millennium Development Goals. The recently announced partnership with Futbol Club Barcelona and its foundation highlighted these partnerships and the importance of sports for the development and well-being of children. UNICEF would continue to be guided by a focus on results and community-based, integrated approaches, remaining focused on achieving the Millennium Development Goals.

374. The President, describing the session as "intense", thanked delegations for searching for solutions where unanimity of opinion might not exist. He called for continued principled, trusting and supportive dialogue.

# Annex

## Decisions adopted by the Executive Board in 2006

### 2006/1. Intercountry programmes

**Draft resolution 1**

**Regular resources programme budget estimates for the 2006-2007 biennium**

*The Executive Board*

*Decides:*

(a) That a regular resources programme budget of $25,190,000 (other than the Emergency Programme Fund) is approved for 2006-2007 as per the following details:

*(In thousands of United States dollars)*

| | |
|---|---|
| **Headquarters** | |
| Division of Human Resources | – |
| Division of Communication | 4 760 |
| Division of Policy and Planning | 2 970 |
| Office of Emergency Programmes | 1 050 |
| Evaluation Office | 890 |
| Regional Office for Europe — Geneva | 600 |
| Regional Office for Europe — Brussels | 100 |
| Office of the Executive Director | 600 |
| Office for Public partnerships | 600 |
| Programme Division | 5 070 |
| Supply Division | 800 |
| **Subtotal** | **17 440** |
| | |
| **Regional offices** | |
| Eastern and Southern Africa | 1 500 |
| West and Central Africa | 1 500 |
| Americas and the Caribbean | 950 |
| East Asia and the Pacific | 950 |
| South Asia | 950 |
| CEE/CIS and the Baltic States | 950 |
| Middle East and North Africa | 950 |
| **Subtotal** | **7 750** |
| **Total** | **25 190** |

(b) That the budget for the Emergency Programme Fund for 2006-2007 is approved for $25 million;

(c) That the Executive Director is authorized to administer the funds in the most efficient manner under the provision for each of the funds. The Executive Director may, without further authorization from the Executive Board, transfer, if necessary, between the programme fields an amount not exceeding 10 per cent of the approved budget of the fund to which the transfer is made.

**Draft resolution 2**

**Other resources-funded programme budget estimates for the 2006-2007 biennium**

*The Executive Board,*

*Decides:*

(a) That a programme budget ceiling of $302.2 million for other resources is approved for the 2006-2007 biennium, subject to the availability of specific-purpose contributions, as follows:

*(In thousands of United States dollars)*

| | |
|---|---|
| Headquarters | 80 200 |
| Regional offices | 82 000 |
| Intercountry programmes | 140 000 |
| | |
| **Total** | **302 200** |

(b) That for the biennium 2006-2007, a total recommendation of $302.2 million for other resources funding is approved. If necessary, funds in excess of indicated amounts for specific programme areas and regions can be received provided that the total amount of funds received is within the approved limit.

*First regular session*
*17 January 2006*

**2006/2. Biennial support budget for 2006-2007**

*The Executive Board,*

*Having considered* the biennial support budget for 2006-2007, as contained in document E/ICEF/2006/AB/L.1 and Corr.1,

1. *Approves* gross appropriations in the amount of $746,794,000 for purposes indicated in the table below and resolves that the income estimates of $190,000,000 shall be used to offset the gross appropriations, resulting in estimated net appropriations of $556,794,000;

**Biennial support budget for 2006-2007**
*(In thousands of United States dollars)*

| | |
|---|---|
| *Programme support:* | |
| Country and regional office | 390,257.4 |
| Headquarters | 114,364.6 |
| **Subtotal** | **504,622.0** |
| Management and administration of the organization | 242,172.0 |
| Total gross appropriations | 746,794.0 |
| **Less**: Estimated income to the budget | (190,000.0) |
| Estimated net appropriations | **556,794.0** |

2. *Authorizes* the Executive Director to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation to which the resources are redeployed;

3. *Decides* to reflect the centrally shared security costs mandated by the United Nations as a separate line in the UNICEF resource plan as described in chapter III of document E/ICEF/2006/AB/L.1, and *approves* the amount of $26,204,000 from the regular resources of UNICEF for the purposes of covering such costs;

4. *Decides* to establish a separation fund to cover separation and termination liabilities as described in chapter IV of document E/ICEF/2006/AB/L.1, and *approves* an allocation of $10,000,000 from UNICEF regular resources as an initial fund for this purpose, and requests UNICEF to ensure that this initiative is in line with harmonization efforts of the United Nations funds and programmes;

5. *Takes note* of decision 2004/7 (E/ICEF/2004/7/Rev.1 and E/ICEF/2004/AB/L.2) on the timing of the approval of the UNICEF biennial support budget and decision 2005/16 (E/ICEF/2005/5/Rev.1 and E/ICEF/2005/AB/L.3) on the interim support budget allocation for January 2006;

6. *Approves* an interim one-month allocation for January 2008 in the amount of $31,600,000, to be absorbed in the biennial support budget for 2008-2009;

7. *Requests* UNICEF, at the annual session of the Executive Board in June 2006, to include in the report on harmonized country programme approval procedures, to be elaborated

jointly with UNDP and UNFPA, an assessment of possible implications for the timing of the approval of the biennial support budget by the Executive Board;

8. *Welcomes* the continued improvement in results-based management and urges the Executive Director to give high priority to implementing results-based budgeting for the next biennium 2008-2009;

9. *Requests* the Executive Director to ensure that all UNICEF programme countries receive sufficient programme support, within available resources, to contribute to the achievement of the objectives established in the MTSP and the fulfilment of the Millennium Development Goals.

*First regular session*
*19 January 2006*

**2006/3. Support strategy for the MTSP on health and nutrition**

*The Executive Board,*

1. *Reaffirms* the medium-term strategic plan for 2006-2009 (MTSP) as the guiding framework for all areas of UNICEF programming;

2. *Welcomes* the UNICEF joint health and nutrition strategy for 2006-2015 as a support strategy for the MTSP and as guidance to UNICEF staff on working with programme countries to improve sustainable outcomes at the nexus of health and nutrition, taking into account the particular situation in each programme country, as well as respective national priorities and strategies;

3. *Requests* the Executive Director to ensure that UNICEF increases its efforts to further develop national capacities to improve sustainable outcomes as outlined in this support strategy for the MTSP;

4. *Requests* the Executive Director to ensure that comments on the UNICEF joint health and nutrition strategy for 2006-2015 by members of the Executive Board at its first regular session of 2006 are taken into consideration when implementing programmes of support in the area of health and nutrition;

5. *Requests* the Executive Director to monitor the impact of the MTSP support strategy on health and nutrition by the assessment process elaborated in the MTSP;

6. *Requests* the Executive Director to ensure that the process of reviewing the MTSP analyzes scientific developments and programming experience in the area of health and nutrition and ensure that its findings are taken into consideration when implementing programmes of support in the area of health and nutrition;

7. *Requests* the Executive Director to include in the support strategy for the MTSP on health and nutrition an annex outlining how the support strategy will contribute to the achievement of the MTSP focus areas and key performance indicators, and to update this annex as necessary following the agreement of subsequent MTSPs.

*First regular session*
*19 January 2006*

**2006/4. Support strategy for the MTSP on water, sanitation and hygiene**

*The Executive Board,*

1. *Reaffirms* the medium-term strategic plan for 2006-2009 (MTSP) as the guiding framework for all areas of UNICEF programming;

2. *Welcomes* the UNICEF water, sanitation and hygiene strategies for 2006-2015 as a support strategy for the MTSP and as guidance to UNICEF staff on working with programme countries to improve sustainable outcomes in the areas of water, sanitation and hygiene, taking into account the particular situation in each programme country, as well as respective national priorities and strategies;

3. *Requests* the Executive Director to ensure that UNICEF increases its efforts to further develop national capacities to improve sustainable outcomes as outlined in this support strategy for the MTSP;

4. *Requests* the Executive Director to ensure that comments on the UNICEF water, sanitation and hygiene strategies for 2006-2015 by members of the Executive Board at its first regular session of 2006 are taken into consideration when implementing programmes of support in the areas of water, sanitation and hygiene;

5. *Requests* the Executive Director to monitor the impact of the MTSP support strategy on water, sanitation and hygiene by the assessment process elaborated in the MTSP;

6. *Requests* the Executive Director to ensure that the process of reviewing the MTSP analyzes developments and programming experience in the areas of water, sanitation and hygiene and ensure that its findings are taken into consideration when implementing programmes of support in the areas of water, sanitation and hygiene;

7. *Requests* the Executive Director to include in the support strategy for the MTSP on water, sanitation and hygiene an annex outlining how the support strategy will contribute to the achievement of the MTSP focus areas and key performance indicators, and to update this annex as necessary following the agreement of subsequent MTSPs.

*First regular session*
*19 January 2006*

## 2006/5. Private Sector Division work plan and proposed budget for 2006

### A. Private Sector Division budgeted expenditures for the 2006 season

*The Executive Board*

1. Approves for the fiscal year 1 January to 31 December 2006 budgeted expenditures of $105.3 million as detailed below and summarized in column II of table 7 to document E/ICEF/2006/AB/L.2:

| | *(In millions of United States dollars)* |
|---|---|
| Commissions — field offices | 1.5 |
| Cost of goods delivered | 32.0 |
| Marketing expenditures | 29.4 |
| Support services expenditure | 21.0 |
| Investment funds | 21.4 |
| **Total expenditures, consolidated** | **105.3** |

2. Authorizes UNICEF:

(a) To incur expenditures as summarized in column II of table 7 to document E/ICEF/2006/AB/L.2 and to increase expenditures up to the level indicated in column III of the same table should the apparent proceeds from fund-raising and/or card and gift sales increase to the levels indicated in column III, and accordingly, to reduce expenditures below the level indicated in column II to the extent necessary, should the net proceeds decrease;

(b) To redeploy resources between the various budget lines (as detailed in paragraph 1 above) up to a maximum of 10 per cent of the amounts approved;

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2006 approved work plan.

### B. Budgeted income for the 2006 season

*The Executive Board*

*Notes* that for the period 1 January to 31 December 2006, Private Sector Division net proceeds are budgeted at $439.7 million (regular resources) as shown in column II of table 7 in document E/ICEF/2006/AB/L.2.

## C. Policy issues

*The Executive Board*

1. *Renews* investment funds with $21.4 million established for 2006;

2. *Authorizes* UNICEF to incur expenditures in the 2006 fiscal period related to the cost of goods delivered (production/purchase of raw materials, cards and other products) for the 2007 fiscal year up to $32.7 million as indicated in the Private Sector Division medium-term plan (see table 6 of document E/ICEF/2006/AB/L.2).

## D. Medium-term plan

*The Executive Board*

*Approves* the Private Sector Division medium-term plan as reflected in table 6 to document E/ICEF/2006/AB/L.2.

*First regular session*
*19 January 2006*

## 2006/6. UNICEF post-crisis transition strategy in support of the medium-term strategic plan

*The Executive Board,*

*Endorses* the UNICEF transition strategy as contained in document E/ICEF/2006/17 and Corr.1 as the support strategy for the medium-term strategic plan for its programmes in situations of transition from relief to development.

*Annual session*
*9 June 2006*

## 2006/7. Review of the UNICEF cost-recovery policy

*The Executive Board:*

1. *Welcomes* the report on the review of the UNICEF cost-recovery policy (E/ICEF/2006/AB/L.4) and acknowledges the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2006/AB/L.5);

2. *Stresses* that regular resources, *inter alia*, because of their untied nature, are the bedrock of the operational activities of UNICEF and, in this regard, notes with serious concerns the stagnation of regular resources available to UNICEF and encourages all donors to strive to increase contributions to regular resources;

3. *Recalls* the objectives set out in decision 2003/9 that other resources should support the medium strategic plan (MTSP) priorities and that regular resources should not subsidize the support costs for other resources programmes;

4. *Encourages* UNICEF to apply procedures that reduce transaction costs for other resources programmes and eliminate the subsidy of support costs for other programmes by regular resources;

5. *Recognizes* that the UNICEF recovery policy should be assessed within the broader framework of enhancing partnerships to help achieve the Millennium Development Goals for children;

6. *Concurs* with the basic objectives of simplification, harmonization and fiscal prudence guiding the recovery policy;

7. *Decides* that:

(a) A base recovery rate of 7 per cent be adopted for other resources income, with thematic contributions assessed at 5 per cent;

(b) The current rate of 5 per cent for non-thematic funding raised by the private sector in programme countries be maintained;

(c) A 1-per-cent reduction be assessed to joint programmes, where the Executive Director considers this is in the best interests of enhancing the collective efforts of United Nations agencies;

(d) A 1-per-cent reduction be assessed for contributions over $40 million, where the Executive Director is satisfied that economies of scale are met.

8. *Requests* the Executive Director, in close cooperation with the UNDG members, to present a status report in 2007 on the progress towards harmonization on cost recovery, including information on cost-recovery methodologies;

9. *Requests* the Executive Director to keep the Board informed on a regular basis on the actual costs recovered, and on the impact of the applied rates on regular and other resources.

*Annual session*
*9 June 2006*

**2006/8. Report on UNICEF engagement in sector-wide approaches**

*The Executive Board*

1. *Welcomes* UNICEF efforts and thorough analysis to systematize its contribution to sector-wide approaches;

2. *Recommends* that UNICEF provide regular updates on this issue as part of the results frameworks included in the Annual Report of the Executive Director.

*Annual session*
*9 June 2006*

**2006/9. The evaluation function in UNICEF**

*The Executive Board:*

1. *Welcomes* the report on the evaluation function (E/ICEF/2006/15) requested in its decision 2004/9;

2. *Notes* the definition of the Norms and Standards for evaluation by the United Nations system in 2005 through the United Nations Evaluation Group and the role of UNICEF in their development as well as its contribution to strengthening evaluation as a United Nations system function;

3. *Recalls* General Assembly resolution 59/250 of 22 December 2004 on the triennial comprehensive policy review of operational activities for development of the United Nations system, which stresses that national Governments have the primary responsibility for coordinating external assistance and evaluating its contribution to national priorities;

4. *Calls on* UNICEF to conduct evaluations of operations at the country level in close association with national Governments and to assist Governments in the development of national evaluation capacities;

5. *Requests* that UNICEF prepare a comprehensive evaluation policy for consideration by the Executive Board at its annual session in 2007;

6. *Requests* that UNICEF focus more on evaluating the results of the medium-term strategic plan and country programmes and also evaluate the results of its humanitarian response;

7. *Requests* that, as of the annual meeting of 2008, UNICEF submit a biennial report on the implementation of the evaluation policy, including evaluation expenditures and funding sources, at various levels of the organization.

*Annual session*
*9 June 2006*

## 2006/10. Draft country programme documents

*The Executive Board*

*Approves* the aggregate indicative budgets for the following country programmes of cooperation:

| *Region/country* | *Period* | *Regular resources* | *Other resources* | *Document E/ICEF/2006/* |
|---|---|---|---|---|
| **Eastern and Southern Africa** | | | | |
| Ethiopia | 2007-2011 | 119 750 000 | 350 000 000 | P/L.2 and Corr.1 |
| Malawi | 2007 | 6 492 000 | 19 055 000 | P/L.3 |
| Mozambique | 2007-2009 | 22 653 000 | 66 000 000 | P/L.4 |
| Rwanda | 2007 | 4 949 000 | 8 000 000 | P/L.5 |
| **West and Central Africa** | | | | |
| Equatorial Guinea | 2007 | 736 000 | 390 000 | P/L.7 |
| Gabon | 2007-2011 | 3 075 000 | 4 160 000 | P/L.8 |
| Guinea | 2007-2011 | 17 000 000 | 27 200 000 | P/L.9 |
| Sao Tome and Principe | 2007-2011 | 3 300 000 | 2 000 000 | P/L.10 |
| Togo | 2007 | 2 269 000 | 2 529 000 | P/L.11 |
| **East Asia and the Pacific** | | | | |
| Thailand | 2007-2011 | 5 000 000 | 22 500 000 | P/L.12 |
| **South Asia** | | | | |
| Bhutan | 2007 | 966 000 | 2 000 000 | P/L.13 |
| Nepal | 2007 | 5 250 000 | 13 700 000 | P/L.14 |
| Sri Lanka | 2007 | 800 000 | 11 000 000 | P/L.15 |
| **CEE and CIS** | | | | |
| Republic of Moldova | 2007-2011 | 3 595 000 | 15 250 000 | P/L.16 |
| **Middle East and North Africa** | | | | |
| Algeria | 2007-2011 | 5 410 000 | 2 500 000 | P/L.17 |
| Egypt | 2007-2011 | 13 195 000 | 31 805 000 | P/L.18 |
| Iraq | 2007-2010 | 8 436 000 | 300 000 000 | P/L.19 |
| Lebanon | 2007 | 616 000 | 1 200 000 | P/L.20 |
| Morocco | 2007-2011 | 6 700 000 | 11 000 000 | P/L.21 |
| Oman | 2007-2010 | -- | 4 000 000 | P/L.22 |
| Sudan | 2007 | 6 169 000 | 90 000 000 | P/L.23 |
| Syrian Arab Republic | 2007-2011 | 4 605 000 | 1 450 000 | P/L.24 |
| Tunisia | 2007-2011 | 3 320 000 | 3 000 000 | P/L.25 |
| Yemen | 2007-2011 | 24 035 000 | 28 250 000 | P/L.26 |

*Annual session*
*9 June 2006*

## 2006/11. Recommendation for additional regular resources for approved country programmes

*The Executive Board*

*Approves* a total of $51,603,065 in regular resources to fund the approved country programmes of 38 countries (shown in tables 1 and 2 below) for 2006 and for 2007, whose regular resources planning levels, based on the modified allocation system and estimated global levels of programmable regular resources, are higher than the balance of approved funds for these countries:

**Table 1.**
**Additional regular resources (RR) for 2006**
**(In United States dollars)**

| Region/country | Document E/ICEF | Approved programme duration | 2006 RR Planning Level | 2006 RR Balance | Additional 2006 RR to be approved |
|---|---|---|---|---|---|
| | | | (A) | (B) | (A-B) |
| **Americas and the Caribbean** | | | | | |
| Brazil | 2001/P/L.20 and Add.1 | 2002-2006 | 924 000 | 840 000 | 84 000 |
| **Eastern and Southern Africa** | | | | | |
| Ethiopia | 2001/P/L.2 and Add.1 | 2002-2006 | 23 950 000 | 21 771 999 | 2 178 001 |
| Malawi | 2001/P/L.4 and Add.1 | 2002-2006 | 6 492 000 | 5 944 999 | 547 001 |
| Rwanda | 2000/P/L.1 and Add.1 | 2001-2006 | 4 949 000 | 4 499 000 | 450 000 |
| Zambia | 2001/P/L.9 and Add.1 | 2002-2006 | 5 012 000 | 4 686 000 | 326 000 |
| Zimbabwe | 2004/P/L.4 and Rev.1 | 2005-2006 | 2 223 000 | 2 021 000 | 202 000 |
| **Middle East and North Africa** | | | | | |
| Iraq | 2004/P/L.22 and Rev.1 | 2005-2006 | 2 109 000 | 2 014 000 | 95 000 |
| Yemen | 2001/P/L.49 and Add.1 | 2002-2006 | 4 807 000 | 4 651 000 | 156 000 |
| **East Asia and the Pacific** | | | | | |
| Dem. People's Rep. of Korea | 2003/P/L.10 | 2004-2006 | 1 216 000 | 1 186 007 | 29 993 |
| **South Asia** | | | | | |
| Nepal | 2001/P/L.39 and Add.1 | 2002-2006 | 5 250 000 | 5 000 000 | 250 000 |
| **West and Central Africa** | | | | | |
| Central African Republic | 2001/P/L.10 and Add.1 | 2002-2006 | 2 313 000 | 2 155 999 | 157 001 |
| Gambia | 2001/P/L.13 and Add.1 | 2002-2006 | 974 000 | 970 999 | 3 001 |
| Guinea | 2001/P/L.14 and Add.1 | 2002-2006 | 3 400 000 | 3 201 000 | 199 000 |
| Mali[1] | 2002/P/L.6 and Add.1 | 2003-2007 | 7 377 000 | 7 073 242 | 303 758 |
| Senegal | 2001/P/L.17 and Add.1 | 2002-2006 | 3 165 000 | 3 008 999 | 156 001 |
| **Total** | | | | | 5 136 756 |

[1] Mali requires approval for additional RR for both 2006 and 2007 ($303,758 and $7,377,000 respectively) and is therefore included in both tables.

Table 2.
Additional regular resources (RR) for 2007
(In United States dollars)

| Region/country | Document E/ICEF/ | Approved programme duration | 2007 RR Planning Level (A) | 2007 RR Balance (B) | Additional 2007 RR to be approved (A-B) |
|---|---|---|---|---|---|
| **Americas and the Caribbean** | | | | | |
| Bolivia | 2002/P/L.8 and Add.1 | 2003-2007 | 1 294 000 | 712 396 | 581 604 |
| Chile[2] | 2004/P/L.6 and Rev.1 | 2005-2009 | 400 000 | 100 392 | 299 608 |
| Colombia | 2001/P/L.21 and Add.1 | 2002-2007 | 892 000 | 800 544 | 91 456 |
| Eastern Caribbean | 2002/P/L.9 and Add.1 | 2003-2007 | 1 600 000 | 1 300 000 | 300 000 |
| Venezuela | 2001/P/L.34 and Add.1 | 2002-2007 | 600 000 | 24 982 | 575 018 |
| **Central and Eastern Europe and the Commonwealth of Independent States** | | | | | |
| Tajikistan[3] | 2004/P/L.17 and Rev.1 | 2005-2009 | 2 218 000 | 2 173 000 | 45 000 |
| **Eastern and Southern Africa** | | | | | |
| Botswana | 2002/P/L.1 and Add.1 | 2003-2007 | 630 000 | 600 051 | 29 949 |
| Burundi | 2004/P/L.2 and Rev.1 | 2005-2007 | 4 386 000 | 2 537 608 | 1 848 392 |
| Comoros | 2002/P/L.2 and Add.1 | 2003-2007 | 743 000 | 527 000 | 216 000 |
| Lesotho | 2001/P/L.3 and Add.1 | 2002-2007 | 1 034 000 | 773 199 | 260 801 |
| Somalia[4] | 2003/P/L.4 | 2004-2008 | 6 481 000 | 4 859 000 | 1 622 000 |
| **Middle East and North Africa** | | | | | |
| Djibouti | 2002/P/L.14 and Add.1 | 2003-2007 | 790 000 | 438 483 | 351 517 |
| **East Asia and the Pacific** | | | | | |
| Pacific Islands | 2002/P/L.10 and Add.1 | 2003-2007 | 3 000 000 | 762 404 | 2 237 596 |
| Papua New Guinea | 2002/P/L.11 and Add.1 | 2003-2007 | 1 430 000 | 537 668 | 892 332 |
| Timor-Leste | 2005/P/L.10 | 2006-2007 | 1 125 000 | 919 000 | 206 000 |
| **South Asia** | | | | | |
| India | 2002/P/L.12 and Add.1 | 2003-2007 | 32 579 000 | 31 133 366 | 1 445 634 |
| Maldives | 2002/P/L.13 and Add.1 | 2003-2007 | 734 000 | 435 113 | 298 887 |
| **West and Central Africa** | | | | | |
| Benin[5] | 2003/P/L.5 | 2004-2008 | 2 863 000 | 1 831 000 | 1 032 000 |
| Côte d'Ivoire | 2002/P/L.4 and Add.1 | 2003-2007 | 4 052 000 | 3 118 762 | 933 238 |
| Dem. Rep. of the Congo | 2005/P/L.33 | 2006-2007 | 24 122,000 | 19 736,000 | 4 386 000 |
| Mali | 2002/P/L.6 and Add.1 | 2003-2007 | 7 377 000 | 0 | 7 377 000 |
| Niger | 2003/P/L.7 | 2004-2007 | 9 343 000 | 311 255 | 9 031 745 |
| Nigeria | 2001/P/L.15 and Add.1 | 2002-2007 | 24 217 000 | 15 659 218 | 8 557 782 |
| Sierra Leone | 2003/P/L.8 | 2004-2007 | 4 245 000 | 398 250 | 3 846 750 |
| **Total** | | | | | **46 466 309** |
| **Grand total for 2006 and 2007 (Table 1 + Table 2)** | | | | | **51 603 065** |

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[2] Any additional allocation for Chile in 2008 will be included in next year's proposal to the Executive Board.
[3] Any additional allocation for Tajikistan in 2008 will be included in next year's proposal to the Executive Board.
[4] Any additional allocation for Somalia in 2008 will be included in next year's proposal to the Executive Board.
[5] Any additional allocation for Benin in 2008 will be included in next year's proposal to the Executive Board.

**2006/12. UNICEF Maurice Pate Leadership for Children Award**

*The Executive Board*,

*Having considered* the recommendation of the secretariat proposing changes to the UNICEF Maurice Pate Leadership for Children Award (E/ICEF/2006/16),

*Decides* that the procedure related to objectives, recipients, nominations, selection and value for the UNICEF Maurice Pate Award be amended to reflect the following:

1. **Objectives and criteria**

The Award will be titled "The UNICEF Maurice Pate Leadership for Children Award". The Award will be granted to an individual or organization displaying extraordinary example and exemplary innovation and inspirational leadership in contributing to the advancement of the UNICEF mandate for children on a national, regional and global scale. In selecting a recipient, consideration will be given to those individuals or organizations whose activities (a) provide for meaningful results for the betterment of children and young people's condition; and (b) encourage activities with a potential for multiplying positive effects for children in their community.

The Award not only will be conferred on the basis of recipients' previous work but will also be considered a grant in support of the continued work of the individual or organization in carrying out the above objectives.

2. **Recipients**

The Award may be conferred upon an institution, agency or individual, but not upon a Government or a Head of State or Government. The Award will not be conferred upon any United Nations organization or official. Caution will be exercised in the selection to ensure that a selected recipient does not inappropriately figure within the national political processes. Due regard will be given to the principle of equitable geographical balance.

3. **Nominations**

The Executive Director will invite nominations for the Award from United Nations Member States and Observers, specialized agencies, UNICEF Country Representatives, Regional Directors and other secretariat offices, and National Committees for UNICEF in order to ensure a broad range of nominations.

4. **Selection Committee**

The secretariat, in close consultation with the Bureau, will create a Selection Committee comprising up to seven independent, eminent persons who will be knowledgeable about the Award's criteria and who have demonstrated commitment to humanitarian principles.

5. **Selection process**

The Selection Committee, with the assistance of the secretariat, will receive nominations for the Award through the secretariat. After a comprehensive review and evaluation of the nominees, the Committee will submit to the Executive Board, through the Executive Director and after prior consultation with the Bureau, a single recommendation for approval by the Board.

6. **Value**

The Award will not necessarily be of monetary value. It may be bestowed as a symbolic appreciation of an individual's or organization's dedication to the cause of children. When of monetary value, the Award will confer no more than $50,000 in any one year, the amount to be met from regular resources.

7. **Award ceremony**

The Award will be bestowed at a public ceremony, thereby drawing further attention to the work of the recipient and to the mandate of UNICEF on behalf of children.

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## 2006/13. Draft country programme documents

*The Executive Board*

*Approves* the aggregate indicative budget for the following country programmes of cooperation:

| | | *(In United States dollars)* | | |
|---|---|---|---|---|
| *Country* | *Period* | *Regular resources* | *Other resources* | *Document E/ICEF/2006/* |
| Zimbabwe | 2007-2011 | 11,115,000 | 80,000,000 | P/L.6/Rev.1 |
| Eritrea | 2007-2011 | 8,925,000 | 30,000,000 | P/L.35 |
| South Africa | 2007-2010 | 3,988,000 | 28,000,000 | P/L.36 |
| United Republic of Tanzania | 2007-2010 | 46,932,000 | 73,068,000 | P/L.37 |
| Zambia | 2007-2010 | 20,048,000 | 55,000,000 | P/L.38 |
| Central African Republic | 2007-2011 | 11,565,000 | 15,000,000 | P/L.39 |
| The Gambia | 2007-2011 | 4,870,000 | 8,400,000 | P/L.40 |
| Senegal | 2007-2011 | 15,825,000 | 31,000,000 | P/L.41 |
| Liberia | 2007 | 2,826,000 | 5,820,000 | P/L.42 |

| | | | | |
|---|---|---|---|---|
| Belize | 2007-2011 | 3,060,000 | 1,500,000 | P/L.43 |
| Brazil | 2007-2011 | 4,620,000 | 85,380,000 | P/L.44 |
| Dominican Republic | 2007-2011 | 3,505,000 | 10,000,000 | P/L.45 and Corr.1 |
| El Salvador | 2007-2011 | 3,480,000 | 6,520,000 | P/L.46 and Corr.1 |
| Honduras | 2007-2011 | 4,495,000 | 9,745,000 | P/L.47 |
| Jamaica | 2007-2011 | 3,165,000 | 10,124,000 | P/L.48 |
| Panama | 2007-2011 | 2,000,000 | 3,200,000 | P/L.49 |
| Paraguay | 2007-2011 | 3,730,000 | 6,162,000 | P/L.50 |
| Costa Rica | 2007 | 601,000 | 243,000 | P/L.51 |
| Cuba | 2007 | 632,000 | 1,300,000 | P/L.52 |
| Haiti | 2007 | 2,749,000 | 12,200,000 | P/L.53 and Corr.1 |
| Mexico | 2007 | 628,000 | 3,000,000 | P/L.54 |
| Nicaragua | 2007 | 862,000 | 3,260,000 | P/L.55 and Corr.1 |
| Democratic People's Republic of Korea | 2007-2009 | 3,648,000 | 30,000,000 | P/L.56 |
| Lao People's Democratic Republic | 2007-2011 | 8,935,000 | 30,340,000 | P/L.57 |
| Mongolia | 2007-2011 | 4,535,000 | 12,000,000 | P/L.58 |
| Croatia | 2007-2011 | -- | 7,800,000 | P/L.59 |
| Republic of Montenegro | 2007-2009 | 1,803,000 | 2,000,000 | P/L.60 |
| Gulf Area subregional programme | 2007-2009 | -- | 7,500,000 | P/L.61 and Corr.1 |

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## 2006/14. Recommendation for approval of additional other resources for approved country programmes

*The Executive Board*

*Approves* a total of $375,850,000 in other resources for approved country programmes for the following 18 countries for the remaining periods of these programmes, subject to the availability of specific-purpose contributions, as discussed in document E/ICEF/2006/P/L.63:

**Table. Proposed increases to other resources (OR) ceilings for approved country programmes (In thousands of United States dollars)**

| *Region/country* | *Document E/ICEF/* | *Programme duration* | *Approved OR ceiling* | *Additional OR to be approved* | *Total OR ceiling* |
|---|---|---|---|---|---|
| | | | **(A)** | **(B)** | **(A+B)** |
| Eastern and Southern Africa | | | | | |
| Angola | 2004/P/L.1 | 2005-2008 | 68 000 | 27 000 | 95 000 |
| Ethiopia | 2005/P/L.22 | 2002-2006 | 70 000 | 55 000 | 125 000 |
| Kenya | 2003/P/L. 2 | 2004-2008 | 32 500 | 52 500 | 85 000 |
| West and Central Africa | | | | | |
| Benin | 2003/P/L.5 | 2004-2008 | 16 000 | 14 000 | 30 000 |
| Cameroon | 2005/P/L.22 | 2003-2007 | 14 000 | 4 000 | 18 000 |
| Congo | 2003/P/L.6/Rev.1 | 2004-2008 | 7 500 | 4 500 | 12 000 |
| Côte d'Ivoire | 2005/P/L.22 | 2003-2007 | 23 000 | 10 000 | 33 000 |
| Democratic Republic of the Congo | 2005/P/L.33 | 2006-2007 | 50 000 | 40 000 | 90 000 |
| Mali | 2002/P/L.6/Add.1 | 2003-2007 | 23 242 | 22 600 | 45 842 |
| Niger | 2003/P/L.7/Rev.1 | 2004-2007 | 26 494 | 28 000 | 54 694 |
| Sierra Leone | 2005/P/L.22 | 2004-2007 | 20 000 | 4 000 | 24 000 |
| East Asia and the Pacific | | | | | |
| Indonesia | 2005/P/L.35 | 2006-2010 | 100 000 | 50 000 | 150 000 |
| Papua New Guinea | 2002/P/L.11 | 2003-2007 | 3 250 | 9 750 | 13 000 |
| Middle East and North Africa | | | | | |
| Djibouti | 2002/P/L.14/Add.1 | 2003-2007 | 3 750 | 2 500 | 6 250 |
| Sudan | 2001/P/L.46/Add.1 | 2002-2006 | 25 000 | 40 000 | 65 000 |
| Americas and the Caribbean | | | | | |
| Bolivia | 2002/P/L.8/Add.1 | 2003-2007 | 25 500 | 8 500 | 34 000 |
| Eastern Caribbean multi-country | 2002/P/L.9 | 2003-2007 | 5000 | 1 000 | 6 000 |
| Chile (Southern Cone) | 2004/P/L.6 | 2005-2009 | 3 300 | 2 500 | 5 800 |
| **Total increase** | | | | **375 850** | |

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**2006/15. Medium-term strategic plan: planned financial estimates for the period 2006-2009**

*The Executive Board*

1. *Takes note* of the planned financial estimates (E/ICEF/2006/AB/L.6) as a flexible framework for supporting UNICEF programmes;

2. *Approves* the framework of planned financial estimates for 2006-2009 and *approves* the preparation of programme expenditure submissions to the Executive Board of up to $1,500 million from regular resources in 2007, subject to the availability of resources and the continued validity of these planned financial estimates;

3. *Approves* the revised annual transfer of $30 million to the reserve for after-service health insurance for the period 2006-2009.

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**2006/16. Strengthening the UNICEF emergency response capacity**

*The Executive Board*

1. *Takes note of* the proposal for strengthening the UNICEF emergency response capacity (E/ICEF/2006/P/L.62);

2. *Encourages* UNICEF to continue to strengthen its internal capacities and its coordination with national Governments, relevant parts of the United Nations system and civil society to ensure an effective, predictable and timely response to natural disasters as well as to ongoing complex emergencies;

3. *Approves* an increase in the ceiling of the Emergency Programme Fund to $75 million, effective in 2006, to be met through existing resources, to increase the ability of UNICEF to provide an effective, predictable and timely response to the needs of children and women affected by humanitarian emergencies.

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**2006/17. Supplementary support budget to strengthen the UNICEF crisis preparedness and business continuity capacity, including for an influenza pandemic**

*The Executive Board*

1. *Takes note of* the comments of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2006/AB/L.10) regarding the supplementary support budget for the 2006-2007 biennium to strengthen the UNICEF crisis management and business continuity capacity (E/ICEF/2006/AB/L.9 and Corr.1);

2. *Approves* an amount of $1 million as an immediate supplementary budget in gross and net appropriations for additional costs related to stocking necessary medical supplies, and *requests* UNICEF to resubmit its remaining budget for crisis and business continuity capacity, including for an influenza pandemic or other disasters, to the Executive Board, through the Advisory Committee on Administrative and Budgetary Questions at its first regular session of 2007, and to ensure that every effort is made to coordinate and share resources with other United Nations entities.

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**2006/18. UNICEF internal audit**

*The Executive Board*

1. *Takes note of* the report by the Office of Internal Audit on internal audit activities (E/ICEF/2006/AB/L.8) and the further strengthening of the UNICEF Audit Committee;

2. *Expresses support for* the Office's initiative in promoting a risk-management culture in UNICEF, and *requests* UNICEF to accelerate the development of appropriate, compatible enterprise risk-management systems, taking into account the costs and benefits of introducing such systems;

3. *Takes note of* the detailed information contained in the report and *requests* the UNICEF Office of Internal Audit to take further steps to include more analytical content, so that the reports presented to the Board identify commonly occurring areas of risk, show the evolution of the risk areas, analyze the systematic causes of the risk and recommend system improvement;

4. *Requests* the Director of the Office of Internal Audit also to include in his annual audit reports: (a) a summary containing key and recurrent findings; and (b) a table identifying the unresolved audit findings by year and prioritization category;

5. *Requests* the Executive Director to provide separate management responses to the key and recurring issues identified in the annual report of the Director of the Office of Internal Audit, such as insufficient attention by management to the implementation of established procedures, including an explanation of findings that have remained unresolved for 18 months or more, as necessary, and to submit this report to the Board along with the annual report of the Director of the Office of Internal Audit;

6. *Urges* the Executive Director to take further steps to work with UNDP, UNFPA and other agencies to achieve the highest possible standards in internal auditing and to harmonize their audit and management reporting, as appropriate, including by standardizing the audit terms and definitions and aligning them with internationally recognized norms, and to assess the resources required, and to report on these steps at the annual session of 2007.

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**2006/19. Review of the country programme approval process**

*The Executive Board,*

*Recalling* General Assembly resolution 59/250 of 22 December 2004 on the triennial comprehensive policy review of operational activities for development of the United Nations system,

*Decides* that:

1. In order to decrease the time frame for the country programme approval process and to create more scope for synchronization with the length of national programme cycles, draft country programme documents will continue to be presented for discussion at the annual session of the Executive Board, as per existing practice. The revised country programme documents will then be posted on the website of the organization no later than six weeks after the discussion, and a hard copy of the revised documents will be provided, upon request, to Board members by the secretariat. The country programmes will then be approved by the Board at the second regular session, on a no-objection basis without presentation or discussion, unless at least five members have informed the secretariat in writing before the session of their wish to bring a particular country programme before the Executive Board. Approval of country programmes for which revised country programme documents were not posted within six weeks will be postponed to the first regular session of the Executive Board the following year;

2. The submission and approval of country programmes by the UNICEF Executive Board will continue to follow the guidelines for length and content adopted in its decision 2002/4 (paragraph 1 (b)). Continued efforts should be made to improve results-based planning and management, and to strengthen the alignment of country programmes with national strategies as well as to strengthen their alignment with the approved medium-term strategic plan. The UNICEF country programme documents should clearly contribute to and derive from the national plan and strategies as well as the

outcomes established in the United Nations Development Assistance Framework (UNDAF), in countries where the UNDAF exists.

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## 2006/20. Programme of work for Executive Board sessions in 2007

*The Executive Board*

1. *Adopts* the following programme of work for Executive Board sessions in 2007, subject to revisions as appropriate during the year:

| First regular session<br>15-18 January 2007 (4 days) | Annual session<br>4-8 June 2007 (5 days) | Second regular session<br>5-7 September 2007 (3 days) |
|---|---|---|
| **ORGANIZATIONAL AND PROCEDURAL MATTERS**<br><br>▪ Election of the Officers of the Executive Board | **ORGANIZATIONAL AND PROCEDURAL MATTERS** | **ORGANIZATIONAL AND PROCEDURAL MATTERS**<br><br>▪ Programme of work for Executive Board in 2008 |
| **PROGRAMME AND POLICY MATTERS**<br><br>▪ Annual report of the Executive Director to the Economic and Social Council<br>▪ Approval of revised country programme documents<br>▪ Additional RR for approved country programmes<br>▪ Updates on programme issues<br>▪ Regional updates | **PROGRAMME AND POLICY MATTERS**<br><br>▪ Annual report of the Executive Director: progress and achievements against the medium-term strategic plan<br>▪ Proposals for UNICEF programme cooperation, including draft CPDs<br>▪ Regional updates<br>▪ Updates on programme issues<br>▪ Education strategy<br>▪ Child protection strategy<br>▪ UNICEF Evaluation Policy | **PROGRAMME AND POLICY MATTERS**<br><br>▪ Proposals for UNICEF programme cooperation<br>▪ Mid-term reviews and major evaluations<br>▪ Updates on programme issues |
| **RESOURCE, FINANCIAL AND BUDGETARY MATTERS**<br><br>▪ UNICEF financial report for the biennium ended 31 December 2005 and the report of the Board of Auditors<br>▪ Report to the Board of Auditors and Advisory Committee on Administrative and Budgetary Questions | **RESOURCE, FINANCIAL AND BUDGETARY MATTERS** | **RESOURCE, FINANCIAL AND BUDGETARY MATTERS**<br><br>▪ Financial reports<br>▪ Report to the Board of Auditors and Advisory Committee on Administrative and Budgetary Questions<br>▪ Status report on the progress towards harmonization on cost-recovery |

| | | |
|---|---|---|
| ▪ Private Sector Division workplan and proposed budget for 2008<br>▪ Supplementary support budget for crisis management and business continuity capacity<br>▪ Pledging event | | ▪ Report on internal audit activities in 2006 |
| **ADMINISTRATIVE MATTERS** | **ADMINISTRATIVE MATTERS**<br>▪ Address by the UNICEF Global Staff Association<br>▪ Organizational review<br>▪ Gender review | **ADMINISTRATIVE MATTERS** |
| **OTHER MATTERS** | **OTHER MATTERS** | **OTHER MATTERS** |
| **Joint Meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP 19 and 22 January 2007** | | |

2. Requests the secretariat to consult with the secretariats of UNDP, UNFPA and WFP to review issues of common interest and any implications for the timing of the respective Executive Board sessions, and report thereon to the Board at the first regular session of 2007.

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*8 September 2006*

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